

Juppé hints at tax breaks for hours cut

By David Buchan in Paris

Prime Minister Alain Juppé yesterday held out the possibility of tax incentives to lure French employers into meeting union demands for cuts in working hours as a means of opening up new job slots.

Mr Juppé said he would support a parliamentary amendment to lower social welfare charges on employers entering into job-creating agreements to reduce working time, as unions mounted protests in Paris and several other cities to complain at foot-dragging tactics by employers.

Last October employer federations agreed with the unions to try to reach sectoral accords linking cuts in working time and job creation by the end of next month.

So far only employers and some unions in the metalworking industry have reached an accord, which gives workers more time off in return for more flexible shifts but provides no extra employment and has therefore been denounced by other unions, notably the CFDT union federation spearheading yesterday's demonstrations.

The idea of spreading available work in France around more people appears to be gaining growing political support, as all parties cast around for ways to relieve the country's chronically high unemployment rate. The Gaullist prime minister's decision to support an amendment proposed by his coalition partner, the UDF, is in line with what Mr Michel Rocard, the former Socialist prime minister, has been privately discussing with President Chirac.

The issue is creating other strange alliances. Mrs Nicole Notat, leader of the generally moderate CFDT union federation, yesterday joined the communist CGT union to demand a shorter working week and new jobs.

But Mr Marc Blondel, head of Force Ouvrière who ridiculed Mrs Notat for her

The French parliament has proposed that France's 10-month compulsory military service, which is being phased out under President Chirac's defence reforms, should be replaced by what "a citizen's rendez-vous", David Buchan writes. All 18-20 year olds would be called to this "rendez-vous" for a period of not less than six days and not more than eight weeks to learn about the "demands of civic life and the spirit of defence, while benefiting from a useful social mixing". The proposal was drawn up by a special commission, headed by Mr Philippe Séguin, president of the National Assembly, which over the past two months held 78 hearings. The recommendation is a compromise between the government refusal to replace full conscription with a costly civilian service and backbench MPs' view that some sort of national service can still play a valuable social, if not military role.

absence from last December's public sector strikes, agrees with Mr Jean Gandois, president of the Patronat employers federation, that cutting working hours will create few or no jobs. The Patronat says European countries, such as the UK, with the longest working hours also have the lowest unemployment.

Yesterday's protests disrupted some rail services in the Paris, Lille and Toulouse areas, as French rail workers were warned by Mr Neil Kinnoch, the European transport commissioner, that the best way of protecting their jobs was to embrace change, not to fight it.

Mr Kinnoch was in Paris in an effort to win the support of the French government and of the SNCF railways, paralysed by last December's anti-reform strike, for a modified version of the Commission's proposal last summer to open up European rail freight to competition.

Judicial web tightens before Berlusconi floats Mediaset

Robert Graham and Andrew Hill on the former prime minister's hopes for a L7,000bn stock market launch

An allergic reaction to a spider bite found Mr Silvio Berlusconi unexpectedly spending a night in hospital this week.

The media magnate turned politician has recovered quickly, but the spider's aggression seemed to come at a portentous moment. The judicial web is tightening around him, his associates and the managers of his Fininvest business empire. He says he has turned his back on the business world, but his role as a politician has been called into question by defeat in the general elections.

Amid all this, he and his family are attempting one of the biggest private flotations on the Milan stock exchange. Mediaset, the recently formed vehicle for his television and advertising interests, aims to float about 20 per cent of its capital next month through a public offer and an institutional placing, which should value the company at around L7,000bn (\$4.23bn). Never before has such a large flotation taken place against such an uncertain political and judicial background.

Mr Berlusconi's political position and judicial plight are intertwined to such an extent that if things go wrong it will not just be Mr Berlusconi who suffers. The stability of the politico-economic system will be affected; and it is precisely this threat which is Mr Berlusconi's greatest insurance.

"We are convinced that the Mediaset flotation is wholly isolated from any judicial problems that might arise," says Mr Fedele Confalonieri, chairman of Fininvest and Mediaset, and a life-long friend of Mr Berlusconi.

Prof Ennio Amodio, Mr Berlusconi's principal criminal lawyer, says every possible contingency has been taken into account and the share prospectus will warn potential investors of the judicial investigations into the conduct of Fininvest managers and of Mr

MEDIASET FLOTATION - PLANNED TIMETABLE	
May 24:	Mediaset board to discuss minimum price
End-May:	Consob, stock market watchdog, approves prospectus
June 8:	Institutional investors' roadshow starts in Milan
Mid-June:	Printing and launch of public offer
End-June:	Offer closes, trading begins in Milan

Berlusconi. But there is a palpable sense of nervousness both within the Fininvest hierarchy and among those co-ordinating the flotation.

Since January 1993, members of the Guardia di Finanza - the financial police - have conducted 228 searches on Fininvest offices and 25 managers have either been arrested or questioned.

But Milan magistrates have now come, they believe, to the heart of the Fininvest empire with the 1988-95 accounts under scrutiny. Last week arrest warrants were issued against seven Fininvest employees or former employees linked to alleged falsification of the accounts "in conjunction with Silvio Berlusconi".

The magistrates believe they have uncovered - with the help of the authorities in Switzerland and latterly the UK - a complex series of operations whereby funds have been siphoned out of Itel, which acts as the internal "bank" of Fininvest, to offshore subsidiaries. Prof Amodio says these operations deemed illegal were in fact sophisticated financial engineering through overseas companies related to purchase, mainly from the US, of film and television rights.

The magistrates are convinced these funds were used for illicit purposes, including financing Mr Bettino Craxi and his now defunct Socialist party. They also believe Fininvest set up secret funds offshore to finance continued control of Telepiù, an Italian pay-TV company formed by Mr Berlusconi, after anti-trust laws obliged Fininvest to reduce its stake to 10 per cent. This control, they believe, was exercised through Mr Renato

Della Valle, a property dealer and friend of Mr Berlusconi, who had a 23 per cent stake financed to the tune of L200bn by three foreign banks.

For two years Mr Berlusconi's political opponents have indicated he risked losing his commercial channel licence for any breach over Telepiù. But his lawyers insist the six-year concession for his three commercial TV channels, conferred in 1992, cannot be touched.

Nevertheless any breach of the law would weaken Mediaset's position in discussing with the new government on the reorganisation of public and private television. Such discussions must occur to comply with a 1994 supreme court decision, and may yet be defused by the willingness of Mr Romano Prodi, the prime minister, to reduce Mediaset's dominance of the market by encouraging digital, satellite and cable transmission, rather than blocking existing terrestrial channels.

In any case, Mr Berlusconi's failure to win the elections has eased tensions over the conflict of interest between his media ownership and his role as leader of Forza Italia, the right-wing political party. Mr Confalonieri even concedes that the confident reaction of the Milan stock exchange to the new government made the path to flotation smoother than if Mr Berlusconi had won.

Investment bankers admit, however, that the recent eruption of arrests has not made the job of selling Mediaset any easier.

The decision on whether the flotation should go ahead should be taken in the next few days by Consob, the Italian financial markets watchdog. It

must approve the Mediaset prospectus for "transparency and correctness". Consob must also waive rules which say only companies with three years of separately audited net profit can list their shares in Milan, normally a formality.

If Consob gives the go-ahead to the flotation, Mediaset and its bankers will then do their best to dispel fears among potential investors. Apart from informing investors in the prospectus about pending investigations, Fininvest also plans an explicit guarantee to potential and existing shareholders that it, rather than Mediaset, will bear the brunt of any future claim for repayment of tax, if the holding company is found guilty of tax evasion.

The only other lever Mediaset can pull is the offer price. So far, the group is adamant that it will not launch the offer at less than L55,000-a-share, the price paid by existing shareholders, who have bought around 30 per cent of Mediaset since last summer.

The minority investors would be unhappy to see the offer price slip below what they paid, but it is also in their long-term interests that the group should be floated, if only to allow them to realise their investment later.

Two days ago the Italian stock exchange council fixed a representative value of L56,000 a share for Mediaset, but this is not binding and the real test will be whether new investors are prepared to accept such a price.

Mr Aldo Livolsi, managing director of both Fininvest and Mediaset, believes both institutional and ordinary investors will ignore the judicial brouhaha. "The institutions are pretty sophisticated and will understand the value of the investment, whereas we think the retail investors, who know the situation in Italy, ought not to be negatively influenced."

Mr Confalonieri candidly admits his belief that it was a

The trials and tribulations

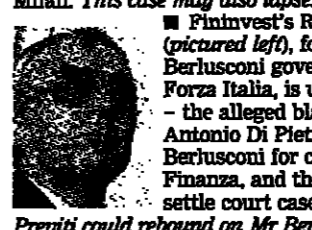


■ Silvio Berlusconi, media magnate and former prime minister (pictured left), is on trial in Milan over payment to Guardia di Finanza officials for tax inspections of subsidiaries of his Fininvest business empire - L100m (\$64,670) for Videotime (film/video); L130m for Mondadori (publishing); L130m for Mediolanum (life assurance) and L150m for inspection of the ownership structure of Telepiù (pay TV). Prosecutors are concentrating on the Telepiù case to demonstrate that he maintained control of the company illegally. Mr Berlusconi denies involvement.

■ Mr Berlusconi is under investigation for alleged falsification of Fininvest accounts and for allegedly siphoning money illegally to overseas subsidiaries. Warrants have been issued for the arrest of seven Fininvest employees for allegedly falsifying accounts "in conjunction with" Mr Berlusconi. Milan magistrates believe funds channelled abroad were used to finance political parties, buy influence and cover illegal business operations. Fininvest says it did nothing illegal.

■ Milan magistrates have requested Mr Berlusconi be sent for trial for irregularities in the 1988 purchase for L30bn of Medusa, a small film company. The case may lapse.

■ Milan magistrates have requested Mr Berlusconi be sent for trial for tax evasion relating to property dealing at Macherio near Milan. This case may also lapse.



■ Fininvest's Rome lawyer, Mr Cesare Previti (pictured left), former defence minister in the Berlusconi government and leading figure in Forza Italia, is under two separate investigations - the alleged blackmail of Milan magistrate Antonio Di Pietro, who was investigating Mr Berlusconi for corruption of the Guardia di Finanza, and the alleged bribing of judges to settle court cases. The allegations against Mr Previti could rebound on Mr Berlusconi and Fininvest if the allegations against Mr Previti prove to be true.

mistake for Mr Berlusconi to go into politics in January 1994. "It gave him and Fininvest a higher profile and vulnerability, allowing the magistrates to treat them differently from the likes of Olivetti (the computer group) and (Cesare) Romiti (Irat's chairman)."

Mr Berlusconi's credibility has been badly damaged, however, by his close association with Mr Cesare Previti, the chief Rome lawyer for Fininvest, a leading member of Forza Italia and defence minister in the 1994 Berlusconi government. Mr Previti is under investigation for allegedly corrupting Rome judges to arrange cases and for allegedly blackmailing anti-corruption Milan magistrate Antonio Di Pietro, who was invest-

igating Mr Berlusconi. If Mr Berlusconi sacrificed Mr Previti, it would be easier for the government to find a solution to the former premier's problems. But Mr Previti is unlikely to go without a fight and Mr Berlusconi is determined to acquit himself in an increasingly personalised battle with the judiciary that has so far cost him L35bn in lawyers fees.

In public, Mr Berlusconi remains committed to respecting the 8m voters for his Forza Italia movement. Also the government has no immediate interest in Mr Berlusconi leaving politics, fearing a disruptive break-up of Forza Italia. But the ineluctable movement of the judicial process will be difficult to stop.



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Visiting German chancellor stands mute at Milwaukee meeting as Clinton lashes Dole over 'decency'

Politics as usual at 'sausage summit'

By Jurek Martin in Washington

Chancellor Helmut Kohl of Germany may have come to Milwaukee, in the American Midwest, looking forward to a nice talk and a good German meal with his old friend and fellow trencherman, President Bill Clinton. But what he mostly heard, in the public part of what the local media have dubbed "the sausage summit", was US electoral politics in the raw, as Mr Clinton rounded on Senator Bob Dole, his probable Republican rival in the November presidential contest, in some of the angriest

language of the campaign season.

At a news conference dominated by US domestic issues, Mr Clinton was asked for his reaction to Mr Dole's accusation, in a speech two hours earlier, that the president had "pushed the limits of decency too far" by vetoing a bill to outlaw late-term, partial-birth abortions. An incensed president shot back: "I am always a little suspicious when politicians piously proclaim their morality." He wanted Mr Dole to follow his lead in confronting women who had experienced this traumatic operation. His opponent stood

revealed as an ally of those "who would rather have an issue than solve a problem."

Mr Kohl stood impassively at his lectern during this outburst, as he had a few minutes before when Mr Clinton gave a lengthy disquisition on the petrol tax, welfare reform, homosexual marriages and other hot political issues. Mr Kohl had come to Milwaukee, according to Mr Clinton, because after 23 trips to Washington in his 14 years as chancellor, "we thought it high time [he] saw another part of our country," particularly a city

founded by German immigrants and once called "die Deutsche Aihen".

The fact that Mr Dole had been in Milwaukee 48 hours earlier, speaking on welfare reform, was pure coincidence, of course, much as Mr Kohl's entertaining of Mr Clinton at his Rhineland home in July 1994, three months before the last German election, had nothing to do with politics. But Mr Kohl talked not only to Mr Clinton yesterday. He arranged an early-morning session with Mr Haley Barbour, chairman of the national Republican committee. Today, having flown back to Washington on Air

Force One, he will visit Republican congressmen on Capitol Hill.

Their shared interest in food apart, the evidence is strong that Mr Clinton and Mr Kohl got on. The chancellor spoke of his "close personal rapport" with the president, who responded with equal warmth. He will also be taking back to Germany various locally made gifts. They included a motorbike jacket, a Green Bay Packers American football helmet, a mountain bike and a fishing tackle box. Whether Mr Kohl planned to use the mountain bike after an ample lunch was not clear.

Revival of star wars in trouble over expense

By Jurek Martin in Washington

The US Republican party's attempt to revive President Ronald Reagan's missile defence system, popularly known as star wars, seems in deep trouble after a congressional conclusion that it would cost as much as 12 times the estimates of its proponents. The decision by the Republican leaders in the House of Representatives to postpone a vote on the issue, scheduled for yesterday, comes as a setback to the presidential campaign of Senator Robert Dole, the probable party nominee. He has made stronger missile defence a central element in his national security policies, against the risk of attack from countries such as North Korea and Iran.

It also gave President Bill Clinton ammunition to launch a swift counter-attack on the Republican plan on Wednesday. He told the graduating class of the Coast Guard Academy that the initiative would "waste money and would weaken our defences by taking money away from things we know we need right now."

The blow to Republican hopes was delivered by the independent Congressional Budget Office. It calculated that the total cost of the sys-

tem could run from \$31bn-\$60bn by 2003, when the Republicans want it fully effective, with subsequent operating costs even greater.

They had estimated it could be built for as little as \$5bn, which seemed modest given that nearly \$40bn had been spent on Mr Reagan's star wars without a system being put in place.

Funding for early development is included in Republican proposals for next year's defence budget, which seeks overall spending \$13bn higher than requested by the Defence Department. Mr Clinton eventually accepted a defence budget for the current year \$7bn bigger than he had recommended.

In his speech on Asian policy two weeks ago, Mr Dole had called for a strengthening of US missile defences for Japan, South Korea and Taiwan. The Clinton administration, countering that negotiations with the three countries over the supply of existing systems were already well advanced, accused Mr Dole of trying to revive star wars through foreign policy.

Mr Clinton's basic position, reiterated on Wednesday, is that there is no need for the US to rush into development of a new system "that could be obsolete tomorrow".

Brazil's president to seek reversal of congressional amendments in Senate

Cardoso stands by welfare reforms

By Angus Foster in São Paulo

The government of President Fernando Henrique Cardoso yesterday announced it would try to reverse the amendments to its social security reforms by the lower house of the Brazilian Congress, when the bill goes before the Senate.

Late on Wednesday, the government failed to defeat three amendments which would maintain privileges for public sector employees. As a result, public sector pensioners would continue to receive all pay rises and productivity payments granted to active workers, and special groups such as university teachers would be able to retire early.



Cardoso: beset by fragility

The government, which had already diluted most of its original reform ideas, discarded a suggestion to withdraw the

social security reform now that so few of its original proposals remain in place. Government leaders insisted that the deadlines for voting on the social security and civil service reforms remained July 31 in the lower house, and September 30 in the Senate.

However, analysts said any revisions in the Senate, where Mr Cardoso's support is stronger, would eventually have to be approved in the lower house, which suggests there will now be serious delays before any changes are approved and in place.

Mr Sérgio Amaral, presidential spokesman, said the privileges being maintained were "unacceptable". The govern-

ment says that, unless these privileges are cut, the government's budget will remain under pressure.

"The country needs to know the consequences of this voting. If interest rates are high, it's because we have a fiscal problem. You need to confront that problem for rates to come down," Mr Amaral said.

The defeats in the lower house were caused by the abstention or defection of minorities in all four coalition parties. These further indications of the lower house's fragile support in the lower house were seen as a bad sign for Mr Cardoso's hopes of approving other controversial reforms to the civil service later this year.

Arrests in US over Chinese weapons

US Treasury agents have seized 2,000 AK-47 rifles and arrested seven representatives of two state-owned Chinese companies, charging them with having smuggled the weapons into the US for sale to American gangs, reports Nancy Dunne in Washington.

A US attorney in San Francisco, where the seven defendants were to be charged yesterday, said this was the largest ever US seizure of smuggled automatic weapons.

This case threatens to aggravate the already strained relationship between the US and

China. It could lead to new attempts in Congress to revoke China's most favoured nation trading status for products from companies owned by the Chinese military.

This month, the US state department had declined to punish China for an alleged sale of nuclear-related equipment to Pakistan by the same companies accused of the gun smuggling. However, President Bill Clinton is preparing to impose \$2bn sanctions on Chinese imports for failure to close factories producing counterfeit videos, software and

laser and compact discs. At least two of these factories are believed to be owned by officials of China's army.

Some US officials believe the Chinese military is anxious to raise money to upgrade its own weaponry. The driving force behind that concern, they add, is the display of US might in the Gulf war.

One of the Chinese companies accused of the smuggling, Poly Technologies, is headed by He Ping, son-in-law of China's paramount leader Deng Xiaoping. Among those arrested were representatives

of the state-owned China Northern Industrial Corporation, also known as Norinco, and of Poly Technologies.

The arms seizure followed an 18-month investigation. Undercover US agents met a Chinese-American who helped arrange the illicit shipments, estimated to be worth more than \$4m. The Treasury wired almost \$287,000 through Hong Kong to a bank account in Beijing. Another \$700,000 was paid by an undercover agent to the middleman and to a Ms Chan, described as a senior Norinco official.

AMERICAN NEWS DIGEST

Hackers enter defence systems

Hackers on the Internet broke into US Defence Department computers more than 150,000 times last year, according to a report from Congressional investigators that indicates an increasing vulnerability of sensitive information stored in computer systems. "At a minimum, these attacks are a multimillion-dollar nuisance to Defence. At worst, they are a serious threat to national security," the General Accounting Office report said.

The rising popularity of personal computers and of the Internet has created a huge increase in hacking over the past few years, according to computer security experts. The department stressed that none of the computers compromised by hackers contained classified material. Even so, the GAO report raised concerns that terrorists or other adversaries might be able to seize control of critical defence information systems "and seriously degrade the nation's ability to deploy and sustain military forces". About 120 countries have, or are developing, computer attack capabilities, according to the GAO.

Defence experts also fear the emergence of "information warfare" whereby computer networks might be used to mount attacks so as to disrupt economies by disabling services such as those of banking, telephones and electricity.

Computer security experts suspect that most computer attacks go undetected. This is supported by the GAO report, which describes efforts by the US Defence Information Systems Agency to test the security of departmental computers by mounting thousands of attacks itself. Of the agency's 38,000 attacks, 65 per cent succeeded. Of these, only 4 per cent were detected by the targets and even fewer were reported to the agency. Louise Kehoe, San Francisco

Call for Colombian resignations

The directorate of Colombia's opposition Conservative party yesterday called for the resignation of three Liberal party ministers formally accused of covering up contributions by drug traffickers to their party's electoral campaign in 1994.

The prosecutor-general has dropped charges of illegal enrichment which would have sent the ministers to jail. The three - Mr Rodrigo Pardo (foreign relations), Mr Horacio Serpa (interior) and Mr Juan Manuel Turbay (communications) - have agreed to comply with certain restrictions, such as regular reporting to the legal authorities.

The three ministers have said they would continue to serve in the cabinet of President Ernesto Samper. This was seen as helpful to him as he fights charges that he knowingly accepted drug money in his presidential campaign. A three-man congressional commission investigating him on the issue is to report in the next few days. Sarita Kendall, Bogotá

Kantor snipes at ITC

Mr Mickey Kantor, US commerce secretary, has said he supports proposed legislation which would tighten dumping laws, devote more resources to monitoring the implementation of trade pacts and eliminate the International Trade Commission. "I think the Congress ought to take a close look at... how our trade laws are enforced and how they are carried out," he said, adding that the US has not been "tough enough" in enforcing dumping and countervailing duty laws.

Mr Kantor referred to the ITC as "a so-called independent agency whose deliberations and decisions may not reflect the economic and social needs" of the US. The ITC, which rules on whether US companies are hurt by goods "dumped" in the US market, has been attacked in Congress as being too soft on foreign companies. Nancy Dunne, Washington

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Music industry in talks on digital recording

By Alice Rowan... The music industry is in talks on digital recording...

Five ministers resign from Thai cabinet

By Ted Bardacke in Bangkok

Five cabinet ministers from the core party of Thailand's coalition government resigned yesterday, clearing the way for a cabinet reshuffle expected some time after today's parliamentary vote on the 1996-97 fiscal budget.

The five resigning ministers include Mr Newin Chidchob, deputy finance minister, and Mr Suchart Tanchareon, deputy interior minister, leaders of the Thaksin Thai faction within prime minister Banharn Silpa-archa's Chart Thai party, the dominant member of the ruling seven-party coalition.

A leaked central bank report discussed in the Thai parliament identified the two men as allegedly receiving loans from the troubled Bangkok Bank of Commerce, taken over by the government last week.

Observers said the resignations seemed part of a deal allowing Mr Banharn Silpa-archa to win the budget vote and retain the support of the Thaksin Thai faction but keep other coalition parties in the government by sacking Mr Newin and Mr Suchart.

This move was reflected in the Thai stock market, which rose 1.5 per cent on news of the resignations despite lingering worries about bad loans to the property sector affecting the financial system.



Prime Minister Banharn: way now clear for cabinet reshuffle

(PDP), led by the telecoms tycoon Mr Thaksin Shinawatra, said its future participation in the government depended on removal of "unacceptable" ministers; it would announce a decision today. Mr Thaksin is under pressure from his anti-government constituency in Bangkok, where the PDP candidate in the June 2 Bangkok governor election, Mr Chamlong Srimuang, trails.

The only hitch in the plan is if the Thaksin Thai faction, which has about 25 supporters, votes against its own party in today's budget vote, opening the way for other coalition parties to abandon the government and forcing its collapse.

Mr Newin said yesterday his faction intended to vote for the government today. But in a speech last weekend in his home province, he said that if he were forced to resign from the cabinet he would engineer a government collapse.

In the same speech he also expressed outrage at the image-conscious PDP, arguing that while his faction was Mr Banharn's "legs", the PDP was merely the prime minister's "trousers".

Warning on 'exodus' to overseas locations Japan fights European disease

By William Dawkins in Tokyo

Tokyo's top industrial policy makers have launched a campaign to alert Japan against catching what they see as the European disease: rising unemployment and an erosion of competitiveness caused by excessive business taxes and social security costs.

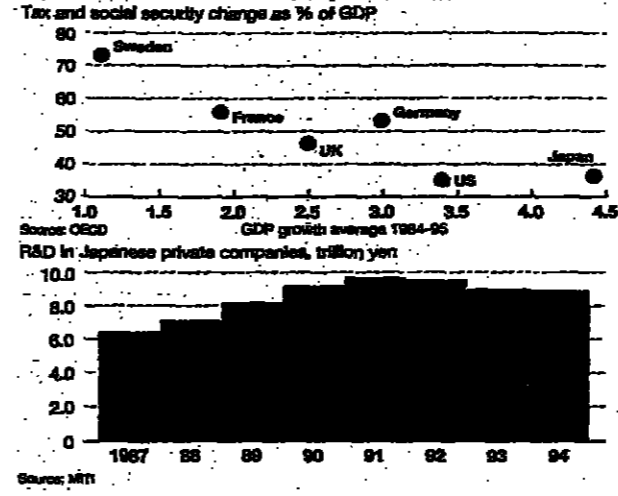
A government advisory panel, sponsored by the Ministry of International Trade and Industry, has warned that the exodus of Japanese manufacturing capacity in search of cheaper locations elsewhere in Asia, about which they used to be relatively sanguine, is threatening to reach dangerous proportions.

The officials who advise the panel fear that unless action is taken to stem the flow, Japan is in danger of losing its pre-eminence as a technical, as well as industrial base. That could inflict long-term damage on industry's capacity to sustain Japan's high levels of employment.

The panel named the Industrial Structure Council and headed by Mr Shochiro Toyoda, chairman of the Keidanren economic federation, met to discuss MITI's warnings earlier this month and will meet again, to come up with policy ideas, at the end of August.

What has worried MITI so much is an in-house survey showing Japanese companies' domestic spending on research and development has declined for the first time since the second world war. Meanwhile, R&D spending of their new overseas affiliates is rising.

Japan's concern about competitiveness



Japanese companies pay tax and social security worth 13.8 per cent of national income, slightly more than their German counterparts and well ahead of the US and UK. Japanese social security costs will inevitably rise, in line with its fast ageing demographic profile, so the total bill will reach 19.5 per cent of national income, just over the present French total now, by 2025, Mr Mochizuki forecasts.

Not only will a rising social security bill encourage more Japanese companies to accelerate the exodus to cheaper countries, it will be a drag on domestic economic growth, he argues. OECD statistics show a close match between high tax and social security charges and low growth in the decade to 1993, total Japanese tax and social security receipts, private as well as corporate, were only just over one-third of gross domestic product.

Its economy grew by an average of just under 4.5 per cent in that decade, more than twice as fast as Sweden and France, where taxes represented 70 per cent and 65 per cent of GDP respectively. This leaves Japan with a small number of possible solutions. Mr Mochizuki stresses the debate has only just begun. MITI wants to sound out opinion in other ministries and the private sector before offering concrete proposals.

The first, most obvious step, would be to reduce Japan's heavy reliance on direct taxation by increasing its low sales tax. That is set to start next year, with an existing scheme to increase sales tax from 3 to 5 per cent. The next obvious step would be to reduce the effective corporation tax rate, at just under 50 per cent, this is nearly 10 points higher than in the US and at the same level as Germany. Not surprisingly, the Keidanren has been pushing for this for years. The finance ministry continues to resist, arguing it is more urgent to broaden the tax base and bring the government's ever-mounting debt under control.

It remains to be seen if tinkering with business costs could influence Japanese industry's long-term strategy of moving offshore. The fight, executives in Tokyo explain, is motivated as much by the need to be in emerging markets, as the wish to escape the high premium for a presence in Japan. If so, MITI has begun a losing battle.

MITI's attempt to avoid the European disease will be the centre of a policy debate in Tokyo in the coming year, the outcome of which will affect the well-being of the world's second-biggest economy.

N Korean pilot defects to South

By John Burton in Seoul

A North Korean pilot flying a 1960s MiG-19 fighter aircraft defected to South Korea yesterday in the first such incident in 15 years.

The escape by Captain Lee Chol-su is by far the most dramatic of the estimated 200 North Koreans who have fled via third countries to South Korea in the past few years.

Captain Lee, who was described as a highly-decorated air force pilot, left his base at Onsan and flew over the Yellow Sea, where he indicated his intention to defect by dipping his wings to a group of South Korean interceptor aircraft.

He was then escorted to the Sawun air base south of Seoul. "I've come to the South because I can no longer live under the North Korean system," he exclaimed.

He leaves behind a wife and two small children. In spite of his 10 years of service, Captain Lee had only 350 hours of flying time, which indicates that fuel shortages have crippled the training of North Korean pilots.

The defection came several hours after five North Korean naval vessels briefly violated South Korean waters in the Yellow Sea before being chased off by the South Korean navy.

ASIA-PACIFIC NEWS DIGEST

Major's letter backs Patten

Mr John Major, UK prime minister, yesterday gave firm backing to Mr Chris Patten, governor of Hong Kong, in his row with the territory's business community. In a letter to Hong Kong's main business organisations, Mr Major said he found their criticisms of Mr Patten misplaced, and urged business leaders to defend Hong Kong's interests ahead of next year's handover to China.

The letter marked the latest step in a dispute between the governor and the business community. Seven business organisations wrote to Mr Major earlier this week accusing Mr Patten of "inappropriate and divisive" attacks on their ranks.

They claimed the governor had made comments during a recent tour of North America which unfairly criticised businessmen for failing to stand up for the territory. They said his comments had done "a disservice to Hong Kong".

The postal polemics have sharpened a division between the governor and many in the business community over how to handle the handover to China. They have increased the difficulties for Mr Patten as he seeks to muster forces in defence of Hong Kong's institutions and for businessmen hoping to avoid tests of loyalty between present and future political powers.

Beijing's plan to replace the territory's elected legislature has emerged as a focus of the dispute between the business community and Mr Patten and diplomatic strains between Britain and China.

John Ridding, Hong Kong

Taiwan securities reviewed

Taiwan securities regulators are considering rule changes which would permit domestic companies to list their shares in overseas stock markets, and foreign companies to list on the Taiwan stock exchange. Under proposed changes to be drafted in coming months, companies may be allowed to list their shares on the Taiwan market in foreign currencies, the securities and exchange commission has indicated. But they will be required to choose one currency only and current restrictions on foreign investment in the domestic stock market would apply.

Currently Taiwan companies are permitted issue global depositary receipts, but may not directly list overseas. Foreign companies have been allowed to issue Taiwan depositary receipts for several years but none have applied. The holdings of foreign investors in Taiwan shares may not exceed 20 per cent of total market capitalisation under existing regulations, but authorities have indicated that this limit may be lifted in the future.

Taiwan's central bank has cut its rediscount rate to 5.25 percent from 5.5 percent and the rate on accommodations against secured loans to 5.625 from 5.875 effective today. Mr Sheu Yuan-dong, central bank governor, said the central bank would not lower banks' reserve requirements. The market is likely to be disappointed as bankers and investors have been calling for such a move for some time in order to stimulate the economy. Mr Sheu instead urged local banks to lower their prime lending rates.

Laura Tyson in Taipei

Chinese loans to be increased

Industrial and Commercial Bank of China, China's biggest bank, plans to increase lending for working capital this year by some 10 per cent in line with the government's decision to ease credit to struggling state enterprises.

The official Xinhua news agency reported that ICBC had allocated 176.5bn (\$23.8bn) for working capital to support production in 386 state companies. Bank officials said the money was aimed at easing capital shortages.

Priority would be given to enterprises with satisfactory debt repayment records and with relatively good economic prospects. Lending is to be concentrated in the areas of machine-building, chemicals, petrochemicals, electronics, and automobiles. The bank said it was assisting key enterprises among the 1,000 selected by the state for special assistance. China has some 14,000 large and medium-sized state enterprises.

Tony Walker, Beijing

Japanese worried by Burma arrests

By Ted Bardacke in Bangkok

The Burmese military junta's detention of democratic supporters of Ms Aung San Suu Kyi this week has strained relations with Japan, potentially the largest foreign investor in the country.

Japanese Prime Minister Ryutaro Hashimoto, expressing his concern at the government's clampdown on members of Ms Suu Kyi's National League for Democracy (NLD), said this week that the detentions ran "counter to democratisation".

The Japanese played an instrumental role in convincing Bangkok to release Ms Suu Kyi from house arrest nearly a year ago.

For the past several months, Tokyo has been trying to arrange a dialogue between the NLD and military leaders in an attempt to create conditions favourable to full resumption of official Japanese aid to Burma, including export credits and risk insurance.

Such a move would unleash a flood of Japanese investment in Burma, particularly by big trading houses keenly eyeing huge opportunities in the resource-rich country, Japanese businessmen say.

So far investment has been limited to a few planned industrial parks and equipment sales, while the Japanese government at present is giving just over \$100m a year in "humanitarian assistance".

Burma's State Law and Order Restoration Council (SLORC) has received a very explicit message that it will take dialogue to get the kind of aid they are deadly eager for," explained a Japanese diplomat.

"But these events are going to make it very difficult for Tokyo to make a decision. Even if people are released next week we can't say that's progress."

Even Thailand, the fourth largest investor in Burma and a major architect of south-east Asia's "constructive engagement" policy with the military, publicly expressed concern.

"We consider [the arrests] counter-productive to the democratisation and national reconciliation process in Burma," said Thai foreign ministry spokesman Mr Surapong Jayanama.

A bill being considered in the US Senate which would prohibit US investment and give President Bill Clinton the option of imposing economic sanctions has also been given additional momentum.

Assistance from the International Monetary Fund and World Bank, which the Burmese government says is necessary if economic growth is to be propelled by more than deficit spending, resource extraction and hotel construction, is as remote as ever.

Members of Ms Suu Kyi's NLD have been gathering in Bangkok for weekend meetings marking the sixth anniversary of the annulment of elections and the imposition of rule by the military junta.

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EUROPEAN BEEF CRISIS

Stand-off eclipses the difficulty of lifting ban

By Caroline Southey in Brussels
Britain's threats to snarl up European Union business because of its row with the union over beef exports have eclipsed the problem at the heart of the dispute - how and when the ban on British beef and beef products might be lifted.

cuss technical issues such as "cohorts" or "closed herds," said one EU diplomat.
The next dates in the BSE calendar are June 3 and 4 when agriculture ministers gather in Luxembourg for an emergency meeting.

"There was a possibility that some of the countries which voted against the plan in the vets' meeting would swing behind the commission. But if they did so now, it would look as though they had bowed to political pressure," one EU official said.

then has the power to implement it which will be done once Britain has put the methods in place.
However, a showdown between Britain and the other 14 could be prompted by another issue that the UK government wishes to see on the council agenda - the outlines of a framework for future moves to ease the ban.

The UK government believes Britain should be allowed to export calves, meat from BSE-free herds, embryos and all beef products to countries which are themselves barred from exporting to the EU.

a commission official said. It would be impossible, he said, to set a timetable tied to specific dates. EU officials are unanimous that any breakthrough rests with Britain.

Heat is on for the men in white coats

By Caroline Southey
The BSE crisis has broken the secluded calm enjoyed by the European Union's standing veterinary committee. Mostly middle-aged men, they meet at least twice a month in Brussels and, with rare exceptions, the world pays scant attention to the thousands of decisions they make a year.

Now, scrutinised by the press and set upon by their political masters, the vets and officials have been feeling the heat in Britain's battle with its 14 EU partners over the export ban on beef.

Interest in their activities reached fever pitch earlier this week when seven of them voted down a proposal that the ban on three British beef products should be lifted.

This was a rare event. "The vets deal with highly technical issues 99 per cent of the time," an EU official said. "It is seldom that the issues they talk about are too politically charged. Mostly they deal with rather mundane matters."

The mundane extends from approving meat plants in countries that want to export to the EU and deciding how to spend the union's Ecu70m (E55m) emergency fund for disease eradication.

Banning meat exports from particular EU states and ordering the slaughter of animals in the interests of human and animal welfare is not new to the committee. In dealing with infectious diseases, such as swine fever and foot and mouth disease, it has imposed restrictions on countries such as Belgium, Spain, Portugal, Italy and Germany, where some lander are still barred from exporting pig meat.

The power vested in the committee dates back to 1964 when it was charged with looking after animal and public health matters. Although the committee is run and chaired by the European Commission, it is not controlled by it. Instead each vet, or specialist, is under the instructions of his or her government.

The commission cannot act, except in extraordinary circumstances, without first asking the opinion of the vets, although it can ignore that advice. The professional profile of the people attending the meetings changes according to what is on the agenda. In the case of BSE, each country has been represented by its chief veterinary officer, all of whom are civil servants. But governments are often represented by lower-ranking officials specialising in particular topics.

How Britain's EU partners line up on the beef crisis

Infographic grid showing EU member states' positions on the beef crisis. Includes Austria, Belgium, Denmark, Finland, France, Germany, Greece, Ireland, Italy, Luxembourg, Netherlands, Portugal, Spain, and Sweden, each with a small illustration and a brief description of their stance.

Coping with a 'catastrophe' out on the farm

Last Wednesday was Mr Heinz Deselaers's 57th birthday, but the farmer from Geldern, in Germany's Rhineland, had little cause for celebration. "It is a catastrophe. The BSE crisis is affecting all of us. Prices continue to fall. It is not just a British problem. It is a European-wide problem. We have to find a solution," said Mr Deselaers, who has 350 bullocks and has raised beef on his 50-hectare farm since 1971.

He cannot understand the British government. "The British politicians and the vets knew there was a problem with their beef for some time. But they reacted too slowly. Now the crisis is affecting nearly every beef farmer in Europe."

German beef farmers had hoped the BSE problem would be confined to Britain. "After all, Germany had introduced the proper standards for protection against BSE in 1986. But the consumer does not think about that. They are simply not buying our beef. Even my normal traders to whom I sell beef offer me very low prices, or else they don't buy. They say they can't move the beef from the supermarket shelves."

can we do? We are hoping the British will tackle the problem once and for all instead of lashing out at the Europeans. His hopes are shared by his colleagues across the country. "I long for the days when this BSE crisis is over. I can't stand it any longer," said Mr Ludwig Gruber, 49, another farmer. "The problem is that I see no end in sight. It is really a catastrophe."

Mr Gruber has been rearing beef on his 50-hectare farm south of the Bavarian city of Regensburg, near the banks of the river Danube since 1965. His wife and five children help out, typical of many German farms. He hopes his children will not become disenchanted with life on the farm because of what has happened to him. "Prices have collapsed. I have 140 calves and bullocks aged up to 18 months. Before the BSE crisis, the traders would pay me DM6 a kilo. The prices have slipped to about DM4.50," Mr Gruber said. Last year he had sales of DM300,000. Like Mr Deselaers, he dares not speculate on his fall in income this year.

No matter what the German government or the country's farmers' association does in terms of promoting a campaign which says German beef is safe to eat, Mr Gruber says the consumer does not believe it. "The consumer is switching to pork. It's a simple fact that beef now has a negative image."

Slaughter seen as vital to restoring confidence

A cement plant in central Portugal is today incinerating the remains of 1,867 head of cattle. The slaughter is part of Portugal's own scheme to eradicate BSE, which affects less than 0.5 per cent of the national herd. All 35 cases of BSE confirmed since 1990 - out of a national herd of 700,000 - are attributed to imported British cattle or feed.

The European meat industry by delaying similar measures. But many farmers view the plan as a public relations exercise that will lift consumer confidence, but which is technically dubious and unjust. "From a scientific point of view, the plan is a muddle that makes no sense," says Mr José Carlos Pereira, a veterinary doctor in the northern town of Barcelos, the area most affected by the slaughter. "The likelihood is that we have been slaughtering innocents. I'm sure that tests will show that most of these animals were not infected."

"Our most serious concern is that the plan in no way ensures the eradication of BSE. That can be done only by quarantining infected herds and carefully controlling animal feeds. New cases are almost certain to appear in Portugal in the future." All cattle that had been in contact with animals infected with BSE and all surviving cattle imported from the UK were slaughtered from May 9 to May 12 under the government plan. "Animals are being slaughtered needlessly. Contamination by contact is far from proven," says one agricultural worker in Barcelos. "If cases of mad cow disease appear in the future, farmers will be tempted to hush them up and bury the animals secretly because they won't want to lose their whole herd."

The government transferred money to slaughterhouses so that farmers could be paid as they handed over their animals. Commercial slaughter of cattle for meat consumption, which fell to 30 per cent of the usual level in April, has climbed back to 70 per cent of normal as consumers regain confidence in Portuguese beef. "The kind of measures Portugal has taken at least have a psychological effect," says Mr Beirão. "We appreciate the huge scale of the problem in the UK. But I personally feel it is in Britain's own interest to do something similar."

UK stance wins backing of world health watchdog

When UK government ministers say they want the European farm council to rely on scientific evidence for easing the ban on beef by-products, they have the backing of the World Health Organisation. At a meeting in April, the WHO reviewed research into whether infectious prion proteins, which are believed to cause bovine spongiform encephalopathy - or mad cow disease - could be passed on in gelatine and tallow products. The organisation came to the conclusion that as long as these products were processed at high enough temperatures, there was no risk.

"We injected the end product, such as gelatine, into mice to see if they contracted the disease and found there was no infectivity," said Dr David Heymann, WHO director. However, the WHO does warn that as an additional precaution, bovine products for use in medicines should come only from countries with no, or only sporadic, cases of BSE. The organisation stressed that research into the way BSE is transmitted is not complete. It warned that removing offals from the food chain and inactivating prion proteins by treating them at a high temperature "contribute to the reduction of the risk of infection."

But it points out that the BSE agent is "remarkably resistant" to processes that destroy the infectivity of common micro-organisms. Dr François Meslin, from the WHO, explains that the BSE agent can survive normal food processing techniques, such as pasteurisation and sterilisation. "We are saying that products must be processed at higher temperatures than normal and under higher pressure," he said. The organisation made a number of recommendations about processing methods for gelatine and tallow to ensure that the prions were destroyed. These involved raising the temperatures for gelatine production and ensuring effective rendering practices - also increasing processing heat - for tallow.

The European Commission later adopted these recommendations for the production of by-products as a precondition for an easing of the ban. British producers of gelatine and tallow say that many of the recommendations on processing were already in place. In addition, they have not been using specified bovine offals in the production of by-products for many years. Dr Meslin said that there was also no evidence to show that semen from bulls infected with BSE is contaminated with the prions that cause it. He said experiments injecting cows with semen from infected bulls had so far not resulted in any offspring contracting the disease.

Ugly scenes are unlikely to disrupt moves to integration

Britain may create some ugly diplomatic scenes if it acts on its threat to disrupt next month's European Union summit, but it is unlikely to disrupt its partners' progress towards closer integration, according to EU diplomats. While Britain's exact posture is not yet clear, Mr John Major, the prime minister, is expected to go to Florence with a pledge not to enter negotiations about any subject, or subscribe to any joint initiative, until he gets satisfaction over the beef issue. Summits usually end with the publication of "conclusions" by the country which holds the rotating presidency - in this case, Italy - after agreement from the visiting heads of government. In Florence Mr Romano Prodi, the new Italian prime minister, may be forced to issue his statement - which will cover subjects ranging from the Middle East to the EU's internal reforms - in the name of Britain's 14 partners. A messy conclusion to the summit would infuriate the Italian leadership, which is working hard to reassert Rome's position on the European stage, as well as leaders like Chancellor Helmut Kohl, who is keen to see a stronger government in Rome. The other party that would be seriously upset by a diplomatic row in Florence is the European Commission and its president, Mr Jacques Santer, who is seeking approval for a programme to combat unemployment throughout the European Union. However Britain and several other EU members have reservations about allowing the Commission to deepen its involvement in labour market issues, and a watering down of Mr Santer's plans would not be seen as a disaster for European integration. On a host of other issues that will be raised in Florence, even before this week Britain had come close to opting out of the debate. For UK officials, this means that they can practise their boycott with relatively little risk of damaging national interests. Diplomats from other EU nations, however, say Britain's self-isolation merely underlines its irrelevance in many areas of European policy - from the reform of EU institutions to the establishment of economic and monetary union. When European finance ministers gathered in Verona in April, French officials were adamant that the UK could not delay Emu. "Preparations for monetary union and all that entails are going ahead - with or without Britain," said one French minister. Such a sentiment is likely to pervade the Florence summit. EU diplomats say Britain will not be missed greatly if it withdraws from the Florence debate on Emu, which is unlikely in any case to produce any landmark decisions. Because the Verona meeting was more productive than expected, the Florence summit's discussions on Emu could be little more than a rubber-stamping exercise. An issue which might provoke more discussion in Florence is the mechanism that might be used to encourage governments to control fiscal deficits after monetary union - the so-called stability pact. Previous German proposals for a formal fiscal stability pact, complete with automatic sanctions, are fading from view. But in place of them, the Commission is now drawing up plans to strengthen the existing mechanisms in the Maastricht treaty that can punish countries which run excessive deficits, including better systems of mutual surveillance.

Trading takes a knock worldwide

By William Dawkins in Tokyo, Nikl Tait in Sydney and Patti Waldmeir in Washington
Outside the European Union, views about the beef crisis range from the supreme indifference of the US to the extreme caution of Japan, which banned British beef 45 years ago. Meanwhile, Australian beef producers have been hoping they can capitalise on British problems as a marketing opportunity for their own beef. UK beef was proscribed in Tokyo in 1951 for fear of spreading foot and mouth disease. That ban was never lifted. There were - until recently - exceptions: beef from Northern Ireland was considered acceptable by the Japanese agriculture ministry, as were processed and heat-treated products like sausages, petfood and animal feed. But the ministry banned Northern Irish beef in March, the day after the European Commission ordered the ban on UK beef imports. Food sources have also been told to display the origins of imported beef. The US and Canada banned the import of beef and beef products in 1989 at the time of the first BSE outbreak and the government sees no chance of that ban being lifted in the near future. A more pressing problem for the US is the EU's restriction on US beef entering European markets because of concerns about hormone-treated beef. The US Department of Agriculture estimates \$100m in lost sales because of the EU ban, while US beef exporting groups envisage there would be a \$200m to \$300m-a-year market in Europe. The US embassy in London said yesterday the BSE crisis was perceived in the US as very much a European problem. Consumption of beef had not been affected by fears of the disease, in fact, the US Department of Agriculture is forecasting a big jump in beef sales. Many US farmers are slaughtering cattle because high grain prices makes them unprofitable to feed. This has pushed down the price of beef and is expected to lead to an increase in consumption. In Sydney, an import ban was placed in March on products containing British beef components and a small number of items - mainly soups, smallgoods and gravy granules - were plucked from Australian supermarket shelves. Australia does not import beef or cattle products themselves from the UK. Trade officials and producers hoped that they could gain additional export sales to countries outside the EU. However, the Australian Meat and Livestock Corporation which handles industry marketing, said yesterday that only a few additional supply arrangements had materialised. "The main effect has been to depress worldwide consumption of beef," it said, noting the big downturn in Germany, softness in North Asia, and even a "minor effect" in Australia. It said that there were some recent signs that consumers were returning, but did not think that any easing of the EU ban would make an appreciable difference at this stage. The direct impact of the Japanese ban on Northern Irish beef has been tiny. It only accounted for 180 tonnes, or 0.03 per cent of the 648,737 tonnes of beef imported to Japan last year. Japan bought just over 60 per cent of its beef from abroad last year, and of those imports nearly half came from Australia and 46 per cent from the US. There is, however, a wider concern that hygiene-conscious Japanese consumers' anxieties over mad cow disease might hit imports in general. The BSE scare has caused a decline of between 6 per cent and 10 per cent in beef sales in recent weeks, reports to the Japanese Chain Store Association. Until now, beef has been one of Japan's import success stories. Attitudes have changed radically since former agriculture minister Mr Tsutomu Hata tried in 1987 to persuade Japan's trade partners that it could not reduce import duties on beef because Japanese intestines were longer than US ones and therefore could not cope with US meat. Import duties and quotas were eventually eased in 1991, since when the volume of foreign beef eaten in Japan has nearly doubled. Japanese intestines are, it is supposed, undamaged by the experience.

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TOTAL ASSETS	34,100	+ 3.2
CUSTOMER DEPOSITS	20,300	+ 7.3
LOANS TO CUSTOMERS	17,000	+ 4.3
NET INCOME	14	+ 35.3

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CUSTOMER DEPOSITS	18,400	+ 7.0
LOANS TO CUSTOMERS	15,300	+ 7.7
NET INCOME	101	+ 22.1
(US\$ 1 = Lit. 1,584.72 as at 31st December 1995)		

one of Italy's leading securities and stockbroking houses, also prospered. Meanwhile, overseas, a new Representative Office in Moscow was added to those already existing in Beijing, Brussels, Hong Kong and New York, and a new office will soon be opening in Manila.

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General Electric Company joins contestant against McDonnell Douglas, Matra and BAe

Hughes finds partner for missile bid

By Bernard Gray, Defence Correspondent

Hughes, the US missiles and electronics company, has recruited the UK's General Electric Company to its team bidding for a \$350m (£983m) UK cruise missile competition. The precise work GEC will undertake if Hughes wins the contract has not been decided, but Hughes yesterday said that it was likely to involve system electronics and testing. It would probably amount to about 10 per cent of the contract's value.

The move comes as the war to provide the UK's Royal Air

Force fighters with long-range, highly accurate missiles is hotting up.

Hughes, which has been viewed as the leading US contender for the contract, has suffered for its very limited UK involvement, while GEC's own offering for the competition has in effect been ruled out.

There are four leading contenders for the contract, two from the US and two European teams. Hughes is widely viewed as the leading US offer, with its smaller-scale version of the Tomahawk cruise missile. McDonnell Douglas is offering a version of a missile in service with the US Navy,

called Grand Slam.

The leading European contender is the Storm Shadow from British Aerospace and French-owned Matra. Last year the French government insisted that the contract should be awarded to the BAe-Matra team as a precondition for allowing the two companies to pool their missile businesses. That condition has now been dropped and the companies have agreed to merge. But French government approval will not be given until after the UK decision on the missile competition in July, and if the BAe-Matra team loses, the deal could collapse.

The other European contender is the Daimler-Benz Aerospace and Bofors KEPD 350, which has scored well with the UK defence ministry's Procurement Executive as a cost-effective weapon, but the team has been weakened by its lack of significant UK partners.

The ministry and the Department of Trade and Industry are looking to see if the contract could be used to rationalise overcapacity in the European missile industry. Matra and BAe argue strongly that their joint venture will provide a starting point.

Daimler argues that its close ties to BAe and GEC on the

Eurofighter combat aircraft make a longer-term missile link logical. However, nothing substantial is likely to be negotiated before the contract is awarded, and British ministers may not want to damage the BAe-Matra deal in the vague hope of an Anglo-German link.

Neither US contender suggests that its bid would provide significant rationalisation. However, Hughes is working with BAe on offering a new air-to-air dogfight missile to the US, and has promised UK contractors \$120m of work on a cruise missile competition in the US if it wins the Pentagon contract.

Glove puppet rights sell for \$2.1m

By John Gapper and Alice Rawsthorn

The rights to Sooty, the badly behaved puppet bear with black ears who often squirts water at his fellow puppet Sweep, were sold yesterday for \$1.4m (£2.12m).

Countless repetitions of the catchphrase "I'm whizzy, let's get busy" as Sooty prepares to make magic have helped to conjure up the latest example of a high price being paid for a long-established children's brand.

Sooty, Sweep the dog and Soo the panda, were sold along with various water pistols and magic wands, to the Global Rights Development Fund, managed by the development capital arm of the City merchant bank Guinness Mahon.

Mr Matthew Corbett, whose father Harry bought Sooty for 7s 6d (£0.37½) in 1948 for his newly born son, decided to sell the rights after finding that none of his three children wanted to take his place as Sooty's stage companion.

In January, the rights to the Enid Blyton characters Noddy, the Famous Five and the Secret Seven were sold by her heirs to the leisure company Trocadero for £13m.

Mr Corbett, who has been seeking a buyer for Sooty for the past six months, said he and Sooty had found the City a strange place. "We were up to 0430 discussing the deal with lawyers. It was quite bizarre, and it made me realise I am a dolly-waggle, not a big businessman," he said.

The Global Rights Development Fund, in which Guinness Mahon and Sony are investors along with several UK pension funds, is an £8m fund that specialises in buying intellectual copyright, and already owns rights to Thomas the Tank Engine.

Mr Simon Turner, the fund's senior investment manager, said Sooty was an established business with a turnover of £12m and annual profits of between £200,000 and £300,000, that could be valued according to normal measures.

Internet move for consumers

UK consumers are to be offered an electronic marketplace on the Internet which would enable them to club together to negotiate group discounts on anything from washing machines to cars and package holidays. The Consumers' Association, publisher of Which? magazine, is introducing the service in a range of experimental products to be launched on the Internet in the autumn and called Which? Online.

The idea is to allow someone who wants to buy a Ford Scorpio to get together with five other people who also want to buy a Ford Scorpio," said Mr Alan Stevens, editor of Which? On-Line. The potential buyers can then exchange information to discover the cheapest dealer and approach the dealer together to secure the best price.

Stefan Wagstyl, Industrial Editor

Minister heads for Russia

Mr Ian Lang, chief industry minister, is going on a three-day trade visit to Moscow and St Petersburg next week. It will be the first to Russia by a trade secretary in nearly four years. Mr Lang plans to sign one agreement to expand scientific exchanges and hopes to complete a second promoting co-operation in the nuclear industry, including the treatment of nuclear waste and safety services. The UK is Russia's third largest trade partner.

Stefan Wagstyl

Exchange reform nears

The London Stock Exchange yesterday moved closer to reforming the City of London's share trading methods as Mr Kenneth Clarke, chancellor of the exchequer, accepted in principle the idea that brokers should retain tax privileges in a reformed market. The exchange plans a two-tier market in which order-driven trading is supplemented by firms that trade blocks of shares to provide liquidity to big investors. This is due start next year.

John Gapper, Banking Editor

Two-speed economy persists

Consumer spending recorded its strongest growth for more than two years in the early months of 1996, but UK manufacturers' order books are in their weakest state since the end of 1993. The dichotomy between the UK's stagnating manufacturing sector and its buoyant service industries was underlined by a series of official statistics and business surveys yesterday. They highlight the difficulties posed to the Treasury and the Bank of England by Britain's two-speed economy.

After taking account of inflation, consumer spending grew by a seasonally adjusted 0.8 per cent in the first quarter of the year, the Office for National Statistics said yesterday. This was the highest figure for nine quarters. Output in manufacturing fell for the second successive quarter, reflecting weak export growth and companies' efforts to shed stocks of unsold goods.

Robert Chote, Economics Editor

Award for FT journalist

FT journalist Jonathan Guthrie has been awarded the 1996 Technical Pensions and Investment Journalist of the Year award. His winning submissions about the politics behind the UK Pensions Act and a financial squeeze at municipal authorities were written for the FT magazine Pensions Management before he joined the FT last year.

Freelance writer Peta Hodge, a contributor to the personal finance pages of the FT, won the 1996 Consumer Pensions and Investment Journalist of the Year. The awards were sponsored by actuaries Alexander Clay.

'They figured we were colonials,' says US Name

By Richard Waters in New York

Lloyd's, the private London insurance market, has fallen prey in recent months to a familiar mistake: a failure to understand the US. And this time, with a vote on the market's future drawing near, it could be costly.

Lloyd's failure to anticipate problems brewing on the other side of the Atlantic has put it on the defensive in two US legal battles, handing the tactical advantage to its opponents.

Mr Ronald Sandler, the chief executive of Lloyd's, who was in New York yesterday to promote a reconstruction plan to Names there, admitted that the market's 2,700 members in the US present the single biggest obstacle to the market's plans for survival. Names are individuals whose assets have traditionally supported the insurance market.

While around 90 per cent of Names around the world back the restructuring plan, he said, opposition in the US is higher - though supporters there are still "in the majority". Mr Sandler added that he was confident that the market's authorities would win sufficient support.

To do so, they will have to anticipate and counter legal

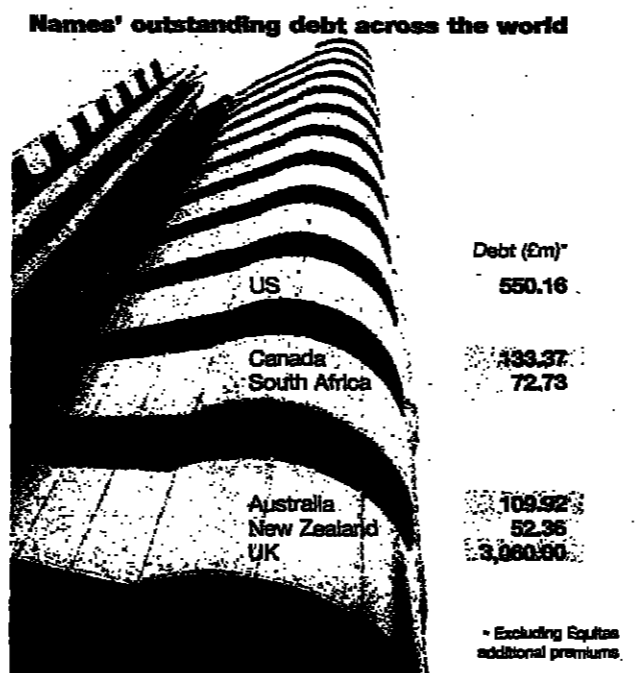
assaults better than they have in recent months. First came a series of attacks from state-level securities regulators, beginning late last year. Led by authorities in California, which tried to freeze the \$12bn US trust fund out of which insurance claims are paid, they have questioned whether US names were recruited illegally.

Lloyd's had not expected this: all its efforts had been spent cultivating the body that represents the country's state insurance regulators, the National Association of Insurance Commissioners. On this, at least, it was successful. The NAIC, mindful of the threat to the solvency of US insurance companies that have reinsured risks at Lloyd's, has backed the market against the securities commissioners. The second US assault has been even more surprising to the authorities at Lloyd's futuristic headquarters in the City of London. In early May, the Securities and Exchange Commission filed a motion in a federal court in California supporting an appeal by a large group of Names to have their claims against Lloyd's heard in a US

Court. The London market has fought off three such appeals court cases before, but has never faced the opposition of the SEC before.

The SEC's move has served to focus attention on a question that Lloyd's would rather remain unresolved: does joining Lloyd's count as making investment under US securities laws? The question is of more than academic interest. If the answer is yes, then Lloyd's Names would be covered by the anti-fraud provisions of US securities law, opening up extra avenues for potential legal action over the manner in which US Names were first recruited to the market. To add to Lloyd's discomfort, the US Postal Service has started its own investigation into the same questions.

For its part, the SEC has never taken a formal view on whether Lloyd's is covered by US securities law. However, Mr John Avery, the SEC lawyer handling the Lloyd's case, says he believes they are - and that many other SEC staffers agree. Lloyd's says it has never reached an agreement with the agency on this question, but concedes that it has always acted as though a Lloyd's investment counted as an unregistered security. It is Lloyd's willingness to



recruit actively in the US, from the mid 1970s onwards, in spite of this uncertainty, that underpins its legal difficulties. And Lloyd's seems to have done little to resolve the issue. Mr Avery says: "They've never actually sat down and run us through their arguments." That could prove a costly miscalculation. As Mr Sandler conceded yesterday, US Names have greater opportunities, given the nature of the US legal system, to cause trouble than do Names in other countries. Yet, he added, the market has no intention of buying

the support of US Names by offering them a better deal.

Some US Names, however, show every sign of using whatever legal powers they have. "They figured that we were the colonials and that we weren't very bright," said Mrs Barbara Lyons, a New York Name who joined up in 1979 with the compensation she received after her husband died in an air crash. "You take your chances when you gamble - but not when the deck's stacked against you. I've reached a point where I don't want to pay any more."

**The Government of the Arab Republic of Egypt
Holding Company for Metallurgical Industries**

**Strategic sale of a minimum of 8,000,000 common shares representing at least 40% of
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Lead Managers
Bank of Alexandria **Egyptian Financial Group (EFG)**

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ACC was incorporated in 1989. It operates two dry Polysius kilns with a combined nominal capacity of 1.98 million tons of clinker per annum. The plant is situated 40 km. west of Alexandria. Actual production, essentially ordinary Portland cement, reached 2.3 million tons in 1995, making ACC one of the largest players in Egypt, with a 14% local market share. Bottom-line profits reached US\$39 million in 1995, a 78% increase over 1994 results.

The table below summarizes ACC's financial performance during the last three years. Note that the fiscal year ends in June.

Figures are in US\$000's

Summary Balance Sheet	1992/93	1993/94	1994/95	Summary Income Statement	1992/93	1993/94	1994/95
Cash	24,447	39,608	29,071	Net Sales	82,541	98,938	105,772
Net Fixed Assets	162,816	141,823	126,218	Earnings Before Int., Taxes, Dep. & Am.	40,283	53,397	49,067
Total Assets	217,755	217,268	193,634	Earnings Before Interest & Taxes	25,556	36,942	34,017
Long Term Loans	142,360	90,484	38,378	Net Profit	5,100	22,112	39,372
Net Worth	10,836	34,117	44,509				

For further information on sales conditions and for the prospectus, kindly forward your request to:

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55 Giza St., Cairo, Egypt
Tel: (202) 568-8455/568-7764/572-9248
Fax: (202) 571-0849

Contact Persons:
Dr. Mohamed Taymour
Mr. Hassan Heikal

The deadline for submission of bids is June 24th 1996. Investor(s) can bid for whole or part of the offered shares.

SURVEY: PROPERTY FACILITIES MANAGEMENT

Ideas riding on the swell of ambition

David Lawson explores the definitions and future of this growing industry

Imagine a whole city run by the private sector. Not so far fetched when you consider how much importance the government places on outsourcing local services - and the noises New Labour is making about professional city mayors if it wins power.

In fact, why not pass central government services across the divide? Indeed, the private finance initiative (PFI) steamroller is already heading in that direction.

In the private sector, businesses have for some years been pursuing a policy of farming out non-core services. Local authorities and central government have followed, as a result of government-inspired initiatives such as compulsory competitive tendering and PFI.

Yet, confusion about the role, value and future direction of facilities management, particularly as it affects the property sector, remains. Some advocates see its remit widening further. Thus, Mr Lionel Proders, joint managing director of Chesterton Facilities and Property Management (CFPM),

insists that the facilities manager does not necessarily just provide services but decides whether they are actually needed.

Hence, the idea of a town run by managers responsible for outsourcing all main services - answerable to the politicians, of course - put forward by Mr Oliver Jones, FM managing director for the Symonds Group. He sees this as a natural development, particularly in the light of the comparatively small savings achieved so far through compulsory competitive tendering.

Moves in this direction may, however, not advance far beyond theory. Although the same umbrella term - facilities management - covers both providers and arrangers of services, most companies within the sector are in fact still involved mainly in delivery.

In the marketplace, too, single-service contracts - whereby companies provide clients with catering, cleaning, or a similar single outsourced service - predominate, according to the annual industry review sponsored by Mowlem and published by the Centre For Facilities Management at Strathclyde Business School.

Yet, many operators are seeking to increase their presence at the higher management end of the spectrum by

acquiring consultancies. In recent years, Honeywell has taken over FM; Johnson has acquired Procord; Chesterton has won British Gas FM; and Symonds has thrown in its lot with Compagnie Générale des Eaux.

Whether this represents the future direction for the sector is open to debate, however. Mr Don Kenny, managing director of Mowlem FM, for example, believes the industry will polarise into service and management companies. The two areas require different skills, he says. Facilities managers need to focus on strategy, while service suppliers concentrate on people management.

Despite these uncertainties, however, there can be little denying that the industry has grown impressively in recent years. Market Audit, a study by Asset Management, estimated the current UK market at £47bn excluding IT services. About £20bn of this has been contracted out, and has produced cost savings of 7 per cent in the public sector and up to 20 per cent in businesses.

Property has shown particularly strong growth, with management of buildings considered by many companies to be very much a non-core activity. According to the report, some 36 per cent of British companies were happy to outsource in this area. More than a quarter of all businesses aim to farm this out in the next five years.

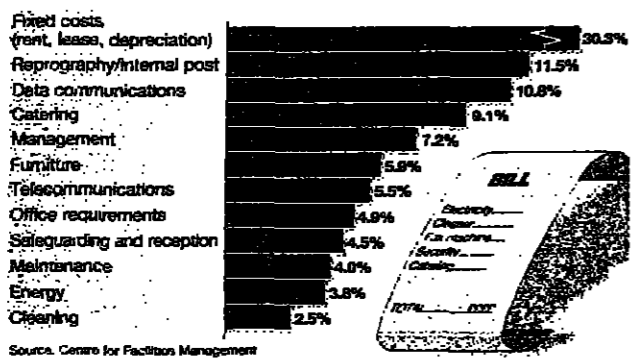
The benefits, of course, work both ways. Property agents and construction companies have seen facilities management as offering an alternative to the problems experienced during the course of the recession in their own depressed core markets.

At the same time, long-standing service suppliers have been keen to expand. Hence, the current state of flux in the industry, leading to takeovers such as Rentokil/BET and a host of



A Liverpool hospital where facilities management has been contracted out to Mowlem. Will the industry, in the future, polarise into services and management companies?

Annual costs of a workplace



Source: Centre for Facilities Management

International: by David Lawson

A bruising welcome can await the newcomer

FM specialists are looking beyond the EU and US at China and the Asian 'tigers'

It had been a tough trip. Five countries in as many days and little to show for it other than a black eye and several dog-eared phrase books. "A guy in Hungary thought I was trying to steal his cleaning contract," said the battered traveller, begging to remain anonymous after telling jealous colleagues his bruises were to be blamed on a night on the town.

The potential for misunderstanding is not usually so violent when facilities managers try to sell their wares outside traditional markets. But it can be frustrating. "They don't even have equivalent terms in other languages," added this novice salesman.

That is not surprising, considering how new the concept still is in most countries. Yet that lack of development is the very factor enticing FM specialists into the wider world. As growth slows from more than 30 per cent a year to

nearer 20 per cent in mature markets such as the UK, Netherlands and US, suppliers are drawing up game plans for international expansion.

The 12 EU members, for instance, could share an FM market worth some \$1,300bn by the end of the decade, according to estimates by Johnson Controls.

Such fantastic figures raise eyebrows among even the most optimistic analysts, who point out that this includes work that will never be outsourced as well as IT spending. But they agree that the potential is enormous if other nations follow patterns set in the UK and US.

Pitfalls are also legion. Black eyes may be rare but more experienced operators recognise that battling to supplant entrenched suppliers can be figuratively bruising. So they are aiming to export higher-level strategic skills, structured to work through local outlets.

The most promising markets are among multinationals which seek continental, or even global standards. "They are no longer seeing the world according to offices or even

countries," says Mr Oliver Jones, managing director of facilities management for Symonds. "Today we are looking at time zones such as the Americas, EMEA (Europe, Middle East, Africa) and the Pacific Rim."

IBM, for instance, tendered out all 8.6m sq ft of its office, manufacturing and storage facilities across 13 countries. Not surprisingly, this was won by Johnson Controls, which already handled the estate in the US, Netherlands and UK. These cover maintenance, cleaning, reprographics, mail

room, reception, grounds, engineering and capital projects. A crucial part of the deal is that more than 150 staff will transfer from IBM to Johnson and day-to-day management will be done locally. But Mr Richard Zipeure, business development director of Johnson Controls Europe, feels this may not be a portent for large groups opening up frontiers. "Within other multinationals there is not such an autonomy," he says. "That is why success is dependent on a robust spread of clients." The Hungarian encountered by our novice traveller

was certainly robust - revealing another layer of problems faced by any business trying to penetrate new markets.

Even when control remains local, switching to another source can disrupt managers who have built client relationships. "Then there are all the other hurdles such as language, contract structure, skills and culture," says Mr David Miller, managing director of consultants FM. "In Germany, for instance, only 10 per cent of catering is outsourced, the exact opposite of the US."

On the other hand, mainland Europe and parts of south-east Asia share common factors which could drive the market forward. Cost reduction is paramount in the battle for international efficiency. So is the advance of regulations covering health and safety, and the need for specialists to handle more complex buildings. Some governments are also following the UK lead in privatising services traditionally carried out in the public sector.

Lack of progress is partly because most countries have not yet encountered the driving forces of multinationals, global performance bench-

marking and the persuasive powers of FM consultants.

The UK has, after all only recently realised that the battery of non-core services that businesses have handled themselves for centuries can be farmed out in a comprehensive fashion to specialists.

The most promising targets picked out by Johnson Controls in its European study reflect the scale and growth of economies. The lion's share of projected growth in outsourced facilities across the EU from 1996 to almost 2000 will be in Germany. This dwarfs the rest of Europe, with growth of \$156bn - the total shared equally between the UK, Italy and France put together.

Then there are the tiger economies of south-east Asia, and waiting beyond them the immeasurable potential of mainland China. The tidal wave of development, particularly mixed-use developments, is providing a fertile hunting ground for FM specialists offering strategic management skills honed in northern Europe and the US. Most of the top consultants have already merged into international groups or already have global

business contacts. Organisations which do not have an existing overseas infrastructure will find the going tough, says Mr Robert Sharp, new managing director of Drake and Scull Technical Services. The group has already begun building on its experience with contracts to manage facilities at Macau Airport and the Armed Forces Officers Club in Abu Dhabi.

US-based Johnson Controls acquired Procord, a management buy-out from IBM, to gain a UK foothold. It could move in a similar direction in the Nordic countries after taking over the Stockholm-based company PRN, which had provided IBM's services. FM was acquired by Honeywell for the same reason, linking international financial muscle with management expertise.

Symonds reversed this transatlantic flow by setting up Affiliated Building Services in the US, the home of these international giants, and promptly snapped up the first contract in a phased programme of outsourcing by Nyxem.

But the UK manager has also felt the need for deeper pockets

growth," says Mr David Sharpe of Asset Information. Businesses could pull back in-house outsourced services - a real threat where traditional managers are jealous of their power - or at least cutback on further contracts.

But the consensus is that facilities management in all its guises is near the beginning of a growth curve. This may be less steep than it has been in recent times but should still continue to climb upwards as businesses become more experienced in outsourcing.



David Miller, managing director of FM: 'problems to overcome'

and wider contacts elsewhere in the world, and is now a subsidiary of Compagnie Générale des Eaux. It has used these to expand in the Asia/Pacific region by acquiring transport consultant Hendersons. A Symonds business has also opened in Australia. This will also aim to tap the immature FM markets across south-east Asia.

These international groups seem likely winners in the increasingly global battle for markets. Novices struggling to protect themselves against irate Hungarian cleaners might be better off sticking to a language they know.

FBA advertisement with text: 'getting your business in SHAPE', contact information for FBA Ltd, and a list of services including Facilities Management Consultancy and PFI Solutions.

Advertisement for Sage Realty Corporation and SageGroupAssociates, featuring the text 'We are now doing unto others as we have done unto ourselves' and contact details for both organizations.

Vertical sidebar advertisement containing various text-based notices and advertisements, including 'Private Property', 'Set', and 'BC'.

ARTS

Oh! to be in England...

Summer arts festivals are burgeoning throughout the land, writes Antony Thorncroft

Suddenly British arts festivals are on the up. For many years they were ignored by the arts establishment...

towns, festivals are recognised as a good way of reaching audiences throughout the country. The National Lottery is also likely to come to the aid of festivals...

needed festival HQ. Aldeburgh was given £40,000 to finance a study on developing the Maitings, and this week Brighton was successful with its application to investigate how listed buildings in the town...

the past there are enough ground-breaking festivals to encourage the others. The biennial London International Festival of Theatre, LIPT, which brings avant-garde overseas performers to London...

attracts Arts Council funding. Brighton, too, has received Arts Council support this year for bringing over the Maly Drama Theatre of St Petersburg.

even if they cannot provide as much cash as in the past. Festivals have responded by scheduling more community and populist events. Hackney and Greenwich in London show what can be achieved with strong local authority support...

Theatre The Herbal Bed

Peter Whelan's new play for the Royal Shakespeare Company, The Herbal Bed, is in its classical historical-fiction way, perfect Stratford-upon-Avon entertainment...



Troubled lovers in a tale perfect for Stratford: Joseph Fiennes and Teresa Banham as Rafe and Susanna

The play covers the stress caused by the Halls' marriage by a mutual attraction between Susanna and Rafe Smith, a married local friend who greatly admires John Hall.

in characterful dialogue. The fact that much of Act Two is more concerned with social reputations and public façades diminishes the play's scale...

in her life. Joseph Fiennes, as Rafe, is the opposite. He slightly overdoes the mood of trembling hoarseness in scenes of perplexity, and he could raise the character's moral qualms to a more heroic scale.

Alastair Macaulay In RSC repertory at The Other Place, Stratford-upon-Avon.

Concert/David Murray

Jolas's 'journey'

The Franco-American composer Betsy Jolas turns 70 this year, and Vincent Meyer has honoured her with a commission for the Philharmonia Orchestra...

life-journeys, striding off to new scenes or to cul-de-sacs. Last year I greatly admired Jolas' score for her opera Schliemann at Lyon which teemed with variety and piquant ideas.

Jazz/Garry Booth

Irresistible trios

Guitarist John Abercrombie and drummer Peter Erskine, currently taking their respective trios on a UK tour, represent the state of the art in small group modern music...

guitar eventually joining Wall in a mewling, almost vocal exchange. The intention, according to Abercrombie, is to hold back from describing the melody, to draw the listener in.

Ian Shuttleworth

At The Pit, Barts Centre London EC2 (0171 638-8891).

Laurence Boswell was at the forefront of the Gate Theatre's early-1990s agenda of rehabilitating the works of Spanish Golden Age dramatists.

The Painter of Dishonour

when Don Juan's old friend Don Luis threatens to break off relations with him for the mild slight of lodging elsewhere. The Don compels his young bride Serafina to dance with a masked stranger in the second act...

Johnston's translation. They cannot resist peering the courtly language with minor grays, yet the character who should be the centre of humour...

to jealousy, and finally - when Serafina is abducted by Alvaro - the anguish of his compulsion to seek revenge, as he wanders the land in the guise of a poor painter.

Ian Shuttleworth At The Pit, Barts Centre London EC2 (0171 638-8891).

INTERNATIONAL ARTS GUIDE

AMSTERDAM CONCERT Concertgebouw Tel: 31-20-5730573... BERLIN CONCERT Konzerthaus Tel: 49-30-203090...

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- Ability to develop and implement a business plan for entry into new markets.

The remuneration package tailored to the successful applicant will be competitive.

To apply, please send your CV with a covering letter, to: Alastair Lyon, Confidential Reply Handling Service, Ref 442, Associates in Advertising, 5 St John's Lane, London EC1M 4BH. Your details will only be forwarded to this client, however please state clearly any organisation to whom your details should not be sent.

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The London Branch of a leading Japanese Bank is seeking an experienced banker to develop the marketing of sophisticated investment and banking products on behalf of Japanese and other international investors to various Eastern European and other emerging countries.

Applicants must be educated to Masters level in an appropriate discipline and have in-depth experience of structuring sophisticated banking products. Experience of marketing in Eastern Europe and dealing with Japanese corporate clients and fluency in English, Japanese and Eastern European languages are also essential and some involvement with International Financial Institutions would also be desirable.

Please send your C.V. with a covering letter stating any companies you do not wish your application to be forwarded to:

Martin Piper, Managing Director, Cavendish Advertising Ltd, 136-138 New Cavendish Street, LONDON W1M 7FG United Kingdom

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Toby Finden-Crofts on +44 0171 873 4153

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Performance Measurement Assistant Vice President

J.P. Morgan Investment Management Inc. (JPMIM) in London is the international investment arm of J.P. Morgan & Co. Incorporated. With \$157 billion under management, it is one of the premier investment management houses in the world. These assets are managed in a wide range of funds, which invest in various financial instruments including US and international equities, bonds, money market and derivative instruments.

Due to the increasing demands of their business, JPMIM wishes to appoint an Assistant to the Head of Performance. The performance group's functions include the production of reports and analysis for all funds under management and the provision of essential marketing information in compliance with international reporting standards. Performance measurement and analysis are seen as an integral part of the investment management process.

This is a high profile role and will entail:

- Responsibility for day to day operations of the department
- Client reporting and liaison
- Maintaining relationships with independent measurers
- Preparation of client presentations

To be a candidate for this demanding position you will be highly numerate, with advanced computing skills and a good degree. Applicants should demonstrate highly developed interpersonal and communication skills and be able to work well under pressure. The successful individual will have at least four years' experience working in a dynamic performance environment. A good understanding of UK requirements is essential, whilst exposure to international reporting requirements is beneficial.

This position offers a generous salary and benefits package together with excellent career prospects within one of the leading international banks. J. P. Morgan Investment Management Inc. is an equal opportunity employer.

Interested applicants should write with their CV, in confidence, quoting reference no. P20131 to Sandra Prettejohns at Jonathan Wren & Co. Ltd., No 1 New Street, London EC2M 4TP. Tel: 0171 623 1266 Fax: 0171 626 5259.

JPMorgan

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You will be responsible for the production of a range of statistical reviews and analyses to tight deadlines in a hectic, thriving environment - and should relish the prospect.

Ideal candidates (perhaps but not exclusively from an accountancy or database background) need not have stockmarket experience but will need indepth working knowledge of Lotus and Excel, be able to write macros and have a sound grasp of accounting principles.

Personal qualities sought include numeracy with accuracy, flexibility with dedication and the personality to suit a hardworking, intensely focused team.

Please send full career details including current salary package quoting Ref: A4020 to Malcolm Lawson, Codd Johnson Harris, Human Resources Consultants at 12 New Burlington Street, London W1X 1FF.

CJH Codd • Johnson • Harris

THE SCOTTISH OFFICE

APPOINTMENTS TO SCOTTISH ENTERPRISE AN OPPORTUNITY TO SHAPE SCOTLAND'S ECONOMY

We are looking for enthusiastic, independent-minded people with a background in senior positions in industry or training to be Members of the Board of Scottish Enterprise.

Scottish Enterprise is the Government-funded economic development agency for North East, Central and Southern Scotland established under the Enterprise and New Towns (Scotland) Act 1990. It also shares with The Scottish Office responsibility for Locate in Scotland and Scottish Trade International, which are the Government's lead organisations for promoting inward investment and exports across the whole of Scotland. The Board consists of a Chairman, 10 appointed members and a Chief Executive. Scottish Enterprise has wide statutory powers to promote enterprise, training and environmental improvement. SE is responsible for a budget of over £400 million per annum.

A number of vacancies are likely to arise later this year. The Secretary of State for Scotland will make the appointments to Scottish Enterprise and wishes to be in a position to select from a wide field. These appointments will be made on merit and those appointed will be expected to support fully the aims of Scottish Enterprise. The appointments will be made on a fixed-term basis of up to 4 years with the possibility of renewal. It is expected that appointments will commence on or around 1 October 1996. Membership attracts a salary of £7,600 based on an estimated time commitment of 2 days per month.

If you are interested and would like further information, a job description and an application form please write to Mrs Julia Russell, Enterprise and Tourism Division, The Scottish Office Education and Industry Department, 3G Victoria Quay, Edinburgh EH6 6QQ. All correspondence will be treated strictly in confidence. Applications to be submitted by 12 June 1996.

The Government is committed to the principle of equal opportunities in making public appointments.

Economist International Primary Market Association

London £ Excellent Package

The International Primary Market Association (IPMA) was established in 1984 as the trade association for leading underwriters of international issues of both debt and equity. IPMA's membership today includes 100 leading banks and investment banks in America, Japan and Europe.

IPMA has, for the last twelve years, provided the focal point for discussion amongst market practitioners, establishing international practices based on consensus. Additionally, the association maintains close links with the market's regulatory bodies, ensuring that its members interests are best represented.

The continued growth of the Euro-markets has resulted in the need to appoint an assistant to the Secretary General.

Key responsibilities will include:

- Analyzing policy statements and developments in Brussels, Frankfurt and London concerning the introduction of EMU and making economic predictions of the likely impact on the markets as it affects members.
- Assisting the Secretary General with various Committee matters.

Analyzing and advising on issues in both primary and secondary capital markets, playing a proactive role in the policy making process by lobbying a wide spectrum of highly influential bodies ranging from Finance Ministries to regulatory organisations.

The ideal candidate will have a degree in economics and 3-4 years practical experience of the capital markets gained either as a fixed income or equity strategist or possibly as a credit analyst with trading floor exposure. A broad understanding of the issues surrounding the introduction of EMU would be desirable. The considerable degree of high profile liaison will demand exceptional interpersonal and communication skills, both oral and written. An additional European language, particularly German, would be highly advantageous.

The position will offer considerable responsibility in a challenging and dynamic environment. For the successful candidate, an excellent remuneration package, based on a highly competitive salary, will be offered.

Interested candidates should telephone Richard Colgan on 0171 831 2000 or send a full CV to him at Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LE. Fax 0171 405 9649.

Michael Page City
 International Recruitment Consultants
 London Paris Frankfurt Hong Kong Sydney

ABN AMRO
HOARE GOVETT

RESEARCH EDITOR Amsterdam

ABN AMRO Hoare Govett is the securities and investment banking business of one of the largest European Banks with a strong financial name recognised worldwide. A position has now arisen for an editor to work within the emerging markets group based in Amsterdam.

The main responsibilities are editing and formatting equity, fixed income and macro-economic research products. The role will involve close liaison with analysts on a global basis, to ensure that the quality of written research is maintained within agreed standards of style and presentation.

The successful candidate will have at least two years proven record of editorial skills, understand the practical aspects of investment research, demonstrate the ability to communicate with investment analysts, be well organised and able to meet strict deadlines.

Additionally, the candidate will have an enthusiasm for written communication, have an understanding or a desire to learn about emerging markets and the willingness to relocate to Amsterdam.

This is an excellent opportunity to join a bank with sound commitment to the emerging markets coupled with financial strength and stability. Salary and benefits will be competitive.

Please contact Nick Hudson.

Michelangelo

Michelangelo Associates, Search & Selection, 2 Austin Friars, London EC2N 2HE.
Fax: 0171-972-0151/2

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Excellent package (possible equity participation) **Fund Management Company** London

Outstanding opportunity to assist in the growth of an expanding niche fund management company with an excellent reputation for investment performance and product innovation. The Company has five specialist equity funds, using external investment managers. Our clients are major European financial institutions and family trusts.

THE ROLE

- Market funds to new and existing clients
- Co-ordinate client presentations involving travel abroad
- Assist in co-ordination of new products and business development strategies

THE QUALIFICATIONS

- Ambitious, possessing drive and initiative.
- Proven record of marketing equity products to institutions and high net worth clients
- Desire to be part of a small, dynamic team

Reply in writing with full C.V. to Box A5559, Financial Times, One Southwark Bridge, London SE1 9HL

EDITOR - EQUITY RESEARCH

Excellent package - London

Our client, a leading international bank, seeks an Editor for its Equity Research Department. The post involves editing and formatting reports on European and Asian markets; applicants should therefore have a good understanding of financial markets, as well as computer and DTP skills and the ability to work accurately to tight deadlines. High standards of written English and numeracy are also essential.

A willingness to study for the Supervisory Analyst qualification would be an advantage.

To apply, please write with your full cv, quoting ref 435, to Alastair Lyon, Confidential Reply Handling Service, Associates in Advertising, 5 St John's Lane, London EC1M 4BH. Closing date for applications: Friday, 31st May 1996.

Applications will be sent only to this client, but please indicate any company to which your details should not be forwarded.

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THE WORLD'S DAILY NEWSPAPER

The Inter-American Development Bank, an international organisation based in Washington DC, offers the opportunity to manage fixed-income investments in a stable environment which encourages professional development. Career-minded individuals are encouraged to apply for the position of:

INVESTMENT OFFICER

Functions: Carry out asset and liability swaps and other derivatives operations; maintain up-to-date information on capital markets, swap and arbitrage opportunities; engage in analysis and trading of fixed-income portfolios. Requirements: Master's degree in Finance, Economics or related fields; Minimum seven year of experience in international finance or banking, of which three must involve work with derivatives. Professionals with sound judgement, a strong understanding of international economics and state-of-the-art quantitative techniques should send a cover letter and their resume on duplicate before June 5, to: IDB Stop E0507 RQ-INV FT, Washington DC 20577 USA or Fax (202) 623-3096. Only those applicants who best meet the requirements of the position will be notified. Relocation benefits are provided.

ECONOMISTS

The EIU is a world leader in the provision of economic information and analysis to international business. We are currently expanding and are looking for two junior economists to join the editorial teams covering the emerging markets in Asia and the Middle East.

The roles involve editing and writing reports, forecasts and risk assessments to meet tight deadlines. We are looking for people who are educated to post-graduate level with proven editorial expertise and a solid background in macroeconomics. Some regional knowledge would be an advantage, as would an understanding of financial markets. Computer literacy and the ability to speak and write clear and concise English are prerequisites.

There is also a possibility that a similar position may arise in the near future, in our European team.

These are London-based positions for which we offer a competitive salary and excellent benefits package including profit share, five weeks' holiday, private health insurance and a contributory pension scheme.

To apply, please send a letter and cv to Susan Phillips, HR Adviser, at the address below. Please state clearly which region you are interested in, and include details of your current salary (if applicable). Non-EEA nationals should also indicate UK work permit status.

EIU THE ECONOMIST INTELLIGENCE UNIT.
15 REGENT STREET, LONDON SW1V 4LR.
The Economist Intelligence Unit

COMMERCIAL PROPERTY LAWYER

We are a diverse Development, Housing and Contracting Group who seek a young professional with at least 5 years commercial property experience to join our Group. The Company is based in the North West and the successful candidate would join a subsidiary board, but the right person would aspire to a wider group role. We offer a salary around £45k with car and appropriate benefits.

Write to Box A5555, Financial Times, One Southwark Bridge, London SE1 9HL

ACCOUNTANCY APPOINTMENTS

Opportunities in Finance Management

THE CLIENT

Our prestigious client is one of the world's leading global FMCG companies. They are one of the biggest investors in Central & Eastern Europe, employing several thousand people in 8 countries. The region represents immense market potential for their exciting international and local brands.

In Poland a successful and well organised distribution organisation has been established since 1992. Following the recent acquisition of a manufacturing site and considerable investment commitments, the company is now looking to support their expansion by recruiting several senior Finance professionals.

All opportunities provide excellent international career prospects within the group.

THE ROLES INCLUDE THE FOLLOWING:

Management Accountant: In this senior management role you will be responsible for the preparation of the company's plans and co-ordination of all reporting procedures, including the preparation of financial statements, balance sheets, cash flow forecasts, key performance ratios and projections. Additionally you will constantly evaluate financial systems and secure the financial safeguarding of company assets. Further your input in investment procedures is required. A competent team will assist you in your tasks. (Ref: FT 2849)

Market Controller: You will support the sales & marketing function and contribute to the annual planning process by evaluating sales volumes, production and advertising costs, budgeting and target controlling. Your input is further needed by developing prognosis and general economic advice on market issues in this quickly changing environment. (Ref: FT 2850)

Project Manager - Business Organisation: You will work closely with external consultants in designing and implementing company wide process development and organisational procedures. By assisting senior management during the implementation, you will ensure completion of the projects according to plan. A major task will be to oversee the development of the MIS system during this process. (Ref: FT 2851)

Project Manager - Finance: You will lead the financial management function of the production unit. Major tasks will be to improve reporting and control procedures. You will also monitor and control the major capital investment programme as committed by the shareholders. You will train and manage a local accounting team and will contribute to an ongoing business process analysis programme. (Ref: FT 2852)

YOUR PROFILE

Candidates must have a solid financial education and track record of success, preferably gained from a relevant FMCG/manufacturing environment. Preference is for individuals with accounting qualifications, however business acumen, analytical ability combined with a hands-on approach and excellent communication skills are of more importance. For all positions, a working knowledge of Polish is a distinct advantage.

Please send a full resume with covering letter quoting the relevant reference to either of the addresses below. All applications will be treated in the strictest confidence.
POLAND: Antal International Ltd., Ul. Nowogrodzka 42/15, 00-695 Warsaw, Poland. Tel: +48 22 622 30 51, Fax: +48 22 621 59 25.
UK: Antal International Ltd., 8 Alice Court, 116 Putney Bridge Road, London SW15 2NQ, UK. Fax: +44 (0) 181 871 2211.

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Outstanding Finance Professionals

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JONES • CHRISTOPHER

Finance Manager (Ref. 2704)

This position will be based within a £150m turnover business. Reporting to the Financial Controller, you will provide full financial and commercial support to senior management including:

- Providing commercial support for the marketing and sales teams, ensuring that business decisions are supported by detailed analysis
- Managing the financial forecasting process for the business unit, including the preparation of quarterly budgets and strategic plans
- Ensuring robust evaluation of business plans including new marketing initiatives, pricing plans and capital investments
- Working with the Central Finance team to ensure all Group requirements are met
- Overseeing the reporting and analysis of business performance.

Central Finance Manager (Ref. 2705)

Reporting to the Finance & Planning Controller, your brief will be to maintain and further develop the quality of financial and management reporting combined with detailed analysis. This will include:

- Effective liaison with divisional counterparts to ensure the smooth communication of business plans and detailed financial data
- Subsequent analysis, interpretation and presentation of results to the Board
- Setting the standard for financial accounting and control throughout the organisation
- Ensuring consistency and development of financial information across the business
- On-going development and enhancement of MIS to support commercial needs.

Synonymous with quality premier branded goods across the UK and Continental Europe, our client is a market leader in the highly competitive FMCG sector. Forming part of a blue-chip UK-based Group, it is focused on maintaining and developing strong brand innovation and product excellence. Within its recently restructured UK operation, the finance team plays a crucial part in shaping the future.

Two opportunities now exist for outstanding, "up and coming" finance professionals to join the Company during an exciting and challenging period.

Whilst technical excellence is an obvious requirement, the key factors to success will be your levels of commercial acumen - an enquiring, forthright approach allied to sensitive but persuasive interpersonal skills. The rate of change within this market requires a flexible approach. You will be versatile and adaptable, with the capacity to move speedily in addressing new commercial issues.

A qualified accountant, you will have gained an impressive record of 3-6 years' post-qualification achievement in a blue-chip, probably FMCG environment. A genuinely innovative thinker, you will be capable of developing new ways to evaluate product concepts, analyse financial information and generally add value to the Company's ongoing development.

A young "high-flyer", you are looking for the opportunity to progress into a bigger financial or general management role in the future: this Company actively embraces such a meritocracy.

Interested candidates should apply to Jonathan Jones of Jones Christopher, enclosing a full cv, remuneration details and the relevant reference number.

Jones Christopher, 4th Floor, Linen Hall, 162 - 168 Regent Street, London W1R 5TB.
Tel: 0171 306 3202. Fax: 0171 734 6280.

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Deloitte & Touche is one of the UK's largest firms of chartered accountants and management consultants, with 27 offices and around 6,100 staff. It is the UK practice of Deloitte Touche Tohmatsu International which operates from 126 countries and serves some of the largest and most successful companies.

- The London tax function, which is the largest tax department within Deloitte Touche Tohmatsu International, requires bright and enthusiastic newly qualified Chartered Accountants to join its successful and growing VAT and Customs Group.
- Accountancy skills are at a premium and career opportunities for the right people are excellent.
- A full training programme will be provided.

Interested? If so, please send a full CV to Joyce Chaytor, Personnel Manager at Deloitte & Touche, Hill House, 1 Little New Street, London EC4A 3TR, where your application will be dealt with in the strictest confidence.

Deloitte & Touche

CHARTERED ACCOUNTANTS

Handwritten signature or mark at the bottom of the page.

Job No 150

Merrill Lynch TREASURY MANAGER - FRANKFURT

Competitive Remuneration + Banking Benefits

Merrill Lynch retains its position as one of the world's leading and most diversified investment banking institutions. In Europe it has an established network of offices covering all major financial centres with assets of over \$50 billion and producing turnover in excess of \$600 million. The firm is committed to further expansion of its treasury and capital markets activities and is undergoing a globalisation programme to enable a cohesive approach to investment banking, whilst making full use of its global resources.

As part of this exercise the European Treasury division, which is headquartered in London, seeks to appoint an experienced treasury manager to augment the Frankfurt office. The key requirement of this challenging role is to provide management with a comprehensive treasury capability.

Specifically your remit will cover:

- Daily cash management
- Arrangement and confirmation of credit facilities
- Intercompany liability management
- Liquidity ratio management
- Local bank relationship management
- Liaison with front office

Suitable applicants will be fluent in both English and German. Ideally you will have a minimum of two years related experience gained within a financial services institution. Knowledge of German banking regulations would be advantageous. The role will suit a proactive and technically versatile individual seeking an autonomous and varied position. Merrill Lynch offers a meritocratic and challenging career structure on a global basis.

Preliminary interviews will be conducted in Frankfurt and London in the week commencing 3rd June. Interested applicants should contact our recruitment advisor, Jonathan Astbury on 00 44 171 353 7533, facsimile 00 44 171 353 7703 or write to him at: ASTBURY MARSDEN search and selection, Hamilton House, 1 Temple Avenue, London, EC4Y 0HA, England.

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SEARCH AND SELECTION

COMMERCIAL ACCOUNTING CONTROLLER

BERKSHIRE c.£40,000 + BONUS + CAR

The Company

- Food branded products division and market leader.
- UK Manufacturing sites with a National Distribution Centre.
- Turnover in excess of £250m.
- Currently restructuring and integrating recent major acquisition.

The Role

- Reports to Finance Director with strong links to Sales & Marketing Directors.
- Establish and maintain strong systems to interpret key performance indicators of sales, margins and promotions.
- Co-ordinate a team of 25 in the budgeting, forecasting and control of commercial strategies.

The Person

- Graduate calibre qualified accountant with experience in a high transaction volume environment, preferably FMCG. Age Indicator, 30-35.
- Drive, commercial acumen, strong interpersonal skills and flexible approach.
- Excellent career prospects with this international FTSE 100 UK Plc.

Please write enclosing full curriculum vitae quoting ref: 150 to:

Nigel Hopkins FCA, London House, 53-54 Haymarket, London SW1Y 4RP
Tel: 0171 839 4572 Fax: 0171 925 2396

NIGEL HOPKINS
FINANCIAL & TREASURY SELECTION

Financial Accounting Manager, Europe

West London £35-£40K + benefits

The SABRE Group is an international subsidiary of American Airlines, providing a global computerised reservation system to tour operators and other travel professionals on a world wide basis.

The UK company is also the European Head Office and provides accounting services for 19 subsidiaries across Europe, which has a current headcount in excess of 300 employees.

Reporting to the European Finance Director, the Financial Accounting Manager will manage a small department and be responsible for the preparation of the monthly financial accounts for each European subsidiary, the monthly consolidation and reporting to the US parent, and all statutory accounting requirements across Europe.

The role requires the ability to establish close links with each subsidiary and ensure adherence to local accounting requirements as well as working alongside the European Tax group. Candidates must be qualified accountants, who have a sound understanding of financial accounting requirements in a number of European countries and ideally be familiar with US GAAP reporting. This position is therefore an ideal role for an individual wishing to make the move into commerce from the accountancy profession. Computer literacy is essential and a second European language would be a distinct advantage.

The current size of The SABRE Group and its future plans are such as to offer the likelihood of further career progression in the longer term.

The benefit package includes a car allowance and American Airlines flight privileges.

To be considered, please send your curriculum vitae stating current remuneration, and outlining your suitability for the position to Carrie Andrews at Ernst & Young Management Resourcing, Rolls House, 7 Rolls Buildings, Fetter Lane, London EC4A 3NH, quoting reference CA738. All responses will be forwarded directly to our client.

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REGIONAL FINANCIAL CONTROLLER

IT Solutions Our client is a key provider of IT solutions to customers throughout the Caribbean and is part of a major, well-known international Group.

Jamaica Reporting to the CEO and an essential member of the management team, your responsibilities will include:

- All aspects of financial control and reporting as well as forecasting, budgeting and planning
- Ongoing management of cash and company assets in addition to the development of key systems
- Playing an active role in driving the business forward
- Commercial and financial guidance particularly regarding supplier management and customer contracts

Attractive salary package Managing staff in three separate locations, and reporting on a dotted line basis for Finance to the USA, you must have strong leadership skills and be self-sufficient. You will be a Qualified Accountant, with circa 5 years' post qualification experience, whose highly developed technical abilities and analytical approach supports real commercial acumen. A strong affinity with computerised systems is vital as are excellent interpersonal, presentation and communication skills.

Interested candidates should write with full CV, quoting current rewards package to Karen Wilson, Hoggett Bowers, 7-9 Bream's Buildings, Chancery Lane, London EC4A 1DY. Tel: 0171 430 9000. Fax: 0171 405 5995 quoting ref: HKW/3726/FT.

Hoggett Bowers
EXECUTIVE SEARCH & SELECTION

Finance Director London

City-based Merchant Bank

Excellent salary plus bonus and benefits

Our client, an independent UK merchant bank, is looking to recruit a Finance Director for its London activities. These include banking and investment management operations, as well as a range of diverse activities in pensions advisory, trust and company administration, conducted through a variety of different subsidiaries.

Aged in his/her 30's or 40's, the successful candidate will have primary responsibility for accounting control and monitoring of the London activities. Reporting to the Group Finance Director, based in London, the successful candidate will also oversee the group consolidation, the Bank of England reports, liaison with auditors and compilation of tax returns, as well as the preparation and announcement of the year end and interim results.

Candidates will possess an excellent educational background and will have qualified from a major accounting firm. Strong in the professional disciplines, the successful candidate will be extremely commercial, with an eye for detail and an ability to anticipate problems. He/she will enjoy working in a small team, where contribution is quickly recognised.

To apply, please send your CV in confidence to Peter Weiss, Austin Knight UK Limited, Knightway House, 20 Selsby Square, London W1A 1DS. Fax 0171 439 5744. e-mail: pw@austinknight.co.uk Compuserve: 101511,2562

Austin Knight

Finance Director

Six figure salary + bonus + benefits

Lombard First for finance Redhill, Surrey

Lombard North Central is one of the principal subsidiaries of National Westminster Bank PLC and the UK's largest finance house. With customer balances exceeding £11 billion, Lombard generated pre-tax profits of £235 million in 1995. It has a pre-eminent position in each of its chosen markets - motor, business and personal finance - many of which are achieved through strategic and high profile joint ventures with prestigious partners.

THE ROLE

- Board member, responsible for financial strategy, formulating and implementing business development activities focusing on expansion by acquisition and the creation of joint ventures both in the UK and mainland Europe.
- Leading and developing a sizeable finance and treasury function through an established team of direct reports, to support decentralised business units in the UK and Europe and strengthen liaison with the parent company.
- Providing proactive support and overseeing the financial plans of the Group's 20 or so subsidiary companies.

THE QUALIFICATIONS

- Graduate FCA/ACA, aged late 30s/early 40s with significant financial reporting, control and treasury experience from a respected quoted group with European operations, ideally financial services.
- Gifted analyst with strong MIS skills, able to understand the process and flow of the business and thereafter evaluate and deliver imaginative business solutions.
- First-class communicator and leader. Credible at all levels, comfortable in matrix management and effective operating in a dynamic culture of change and growth.

Leeds 0113 2307774 London 0171 493 1238 Manchester 0161 499 1700

Selector Europe Spencer Stuart

Please reply with full details to: Selector Europe, Ref: P51 000005, 14 Cornhill Place, London WC2R 2BQ

Finance Director FMCG

c.£45,000 + Car + Attractive Package Aberdeen

Outstanding opportunity for commercially-astute finance professional to play key strategic role in major subsidiary of expanding blue-chip plc.

THE COMPANY

- Autonomous £34m turnover operating subsidiary within fully-quoted, ambitious plc.
- Strong market position with increasing market share and profitability.
- Innovative, forward looking and well positioned for future growth in a competitive market.

THE POSITION

- Full responsibility for financial management and control. Report to Managing Director.
- Provide commercial and strategic direction. Manage ad hoc projects and drive new product development initiatives.
- Lead and motivate professional team. Spearhead further systems development and manage cultural change.

QUALIFICATIONS

- Bright graduate CA with blue-chip credentials and a minimum of 3 years sound commercial experience.
- Experience gained leading small finance function or supporting role in larger organisation within manufacturing or service sectors.
- Mature, forward-thinking, self-starter with hands-on approach and previous exposure to corporate reorganisation. Strong systems and project management orientation.
- Energetic and ambitious team player with excellent communication and interpersonal skills.

Please send full cv, stating salary, ref EB60501, to NBS, 42 Frederick Street, Edinburgh EH2 1EX

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NBS
NBS SELECTION LTD
a NBS Resources plc company

Head of Group Audit

Career progression opportunity Surrey

c.£50,000 + Car + Bonus + Profit Share

Lombard North Central plc, a member of the NatWest Group, is the UK's largest finance house with clear market leadership in each of its core businesses. Internationally, Lombard is focusing on growth within mainland Europe where it already operates successfully in Germany, France, Holland, Belgium and Cyprus.

Due to the internal promotion of the current incumbent into a line management position, Lombard wishes to appoint an ambitious Head of Group Audit to manage this highly respected service. Key responsibilities will include:

- adding value to the audit methodology in accordance with recognised best practice whilst pursuing business performance improvements;
- defining the group's risk profile and audit frequency programmes;
- controlling and improving reporting procedures and effective follow-up activities;
- leading and developing an experienced team, currently 23 people, and representing their activities at NatWest Group level.

This high profile head of function role is seen as a stepping stone into a more senior management career within the group. Our ideal candidate will demonstrate a clear understanding of progressive audit techniques gained either within the profession or in a financial institution or commercial organisation. Applicants must possess an appropriate accounting qualification, and are likely to be aged 30-40. Mandatory personal qualities include strong team leadership, project management and presentation skills and a high level of business acumen.

The successful candidate will enjoy an attractive financial services benefits package including group profit share and, where appropriate, assistance with relocation.

Please send a full CV in confidence to GKRS at the address below, quoting reference number 530J on both letter and envelope, and including details of current remuneration.

GKRS

SEARCH & SELECTION
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We've **always** believed in a single European currency.

European management training for graduates

As one of the brightest and best of your year you deserve to work for an organisation that can offer you the whole of Europe as your training school. Fortunately, ability knows no barriers at GE. We'll ensure you're always in the right place at the right time to take advantage of the most challenging development opportunities, whether it's attending a training seminar or playing a hands-on role in implementing change in our established and newly acquired European businesses.

During your first two years, you'll have the opportunity to explore many aspects of our diverse global business which encompasses research and development, manufacturing, broadcasting, information services and finance. This may mean a variety of assignments within one area or the challenge of moving from place to place and business to business. Whatever path you follow, you'll find it stimulating, rewarding and, above all, demanding.

Our European management training programme (described on the right) offers excellent career prospects up to the very highest levels of the organisation.

These outstanding opportunities are aimed at the top 10% of European graduates, so competition will be intense. You must be fluent in English and, at the very least, hold a first degree (2:1 or better) in a relevant discipline. Masters degrees, MBAs and PhDs are also welcome. While some work experience may be useful, you should not have spent more than two years in full-time employment since leaving university.

Paper qualifications, however, are not enough. To succeed, you'll need to be the kind of person who actively seeks change and improvement at every stage, on a corporate as well as a personal level. You have bright ideas along with the drive and determination to put them into practice. Your enthusiasm and confidence means you can carry others with you. You're stimulated by the challenge of

managing more than one project at a time, and can maintain your high standards even in the most pressurised circumstances. Flexible and adaptable, you'll relish the opportunity to work with people from different cultures and in different parts of the world and bring out the best in them.

If you have the intellect as well as the commercial drive to succeed with one of the largest and most ambitious public companies in the world, please call our recruitment line on 0990 600 640 or ++44 990 600 640 if calling from overseas. Lines are open 24 hours, 7 days a week. Timescales are intentionally tight and you will need to return your completed application forms as soon as possible.

Financial Management Programme


Our financial specialists are a critical part of the business leadership team. They apply their skills in finance, accounting, analysis and business on a practical day-to-day basis but are also involved in the issues behind the numbers, supporting major business decisions and planning for the future. This intensive and academically demanding programme aims to develop well-rounded business managers. You will be tested frequently and high grades are a condition of remaining on the programme. Ultimately, you can expect to embark on a career path which leads to the very highest levels of the organisation.

There is an emphasis on numeracy and analytical thinking but intellectual calibre and interpersonal skills are more important than degree discipline. Suitable first degree subjects include: Economics, Business Finance, Liberal Arts and Maths.

Talent

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MINISTRY OF DEFENCE



PRINCIPAL FINANCE OFFICER

DEPUTY UNDER SECRETARY OF STATE
RESOURCES, PROGRAMMES AND FINANCE

Salary up to c.£100,000
more may be available to an exceptional candidate

Central London

This is a unique opportunity to undertake a high-profile, challenging and complex role within the Ministry of Defence. As Deputy Under Secretary of State you will be responsible for resource planning and the development and operation of financial systems throughout the MoD and the three armed services. You will play a central role in the analysis of investment and capital expenditure. The post is at the heart of the annual planning and resource allocation process and the management of the MoD's annual budget of £21bn. The appointment is for an initial period of 3 years with the possibility of extension subject to satisfactory performance.

The Position

- Introducing resource accounting and budgeting throughout the MoD.
- Formulating policy for financial management, accountancy, audit and value for money across all areas of expenditure.
- Advising on the most cost-effective Defence programme and the resources needed to implement the Government's defence policy.
- Ensuring that major investment decisions are taken on the basis of rigorous validation, robust costing and affordability.

The Requirements

- Experienced senior level manager with significant experience of managing complex strategic and financial planning processes using sophisticated information systems.
- Able to direct a very large and demanding programme of change.
- Capable of representing the MoD at Parliamentary committees and other public fora.
- Well-developed interpersonal skills. Must be able to work effectively with Ministers and Senior Government Officials - previous experience in this area would be a distinct advantage.

The Ministry of Defence is an equal opportunity employer.

For more details and an application form (to be returned by 13 June 1996), write to: **Ken Brotherston, K/F Associates**, 252 Regent Street, London W1R 6HL, quoting ref: 5040/A. Alternatively send by fax on 0171 312 0020 or e-mail to cv@kfaeurope.com

Internet Home Page: <http://www.kfaeurope.com/kfaeurope/>

K/F ASSOCIATES
CORPORATE FINANCE INTERNATIONAL

Chief Financial Officer

Paris 800 000 FF+

Our client is a major international media group with activities covering North America, Europe and Asia with impressive plans for future expansion. They now seek to recruit a Chief Financial Officer who will be reporting to the Chairman. Your main responsibilities will be:

- To review and analyse the financial performance of operating companies and the Head Office.
- Designing and implementing policies and procedures in order to optimise and realise long-term strategic and operational planning by operating companies.
- Innovating and upgrading management information systems.
- Assisting in acquisitions.

Probably in your mid-40s, you will have a strong academic background (MBA, CA) and a proven track record in managing financial staff in an international environment of listed companies. You should be a native English speaker, fluent in French and a third European language would be desirable. Excellent communication skills, international experience and strong mobility are essential to succeed in this exciting and expanding group. Interested applicants should write quoting reference ADB13876, enclosing a comprehensive curriculum vitae and salary details, photograph and telephone number to **Alexis de Bretteville, Michael Page International**, 3 boulevard Bineau, 92300 Levallois Perret, FRANCE or fax on +33 1 4757 3918.

Michael Page International
International Recruitment Consultants
London Paris Amsterdam Dusseldorf Frankfurt Hong Kong Sydney

Senior Management Accountant

Egypt c £40,000 Package

Our client is an international food distributor with a turnover in the region of half a billion pounds. Its consumer-orientated Egyptian subsidiary is currently experiencing excellent growth, and it has recently decided to merge its operations there with those of a joint venture the parent company recently bought out. The resulting business will employ about 120 people and turn over around £25 million. They now seek a Senior Management Accountant who can contribute to the profitability of the business by designing, developing and implementing effective management information process and providing an ad-hoc accounting service for senior commercial management, to assist proactively with the running of the company. This will include project evaluation, financial analysis and interpretation, design and enhancement of information systems. In addition, the person will be a significant player in budgeting, regular monthly reporting and forecasting. For the right candidate, career prospects within the region or the wider global group are excellent. The successful candidate will be a recently qualified but mature and resilient graduate accountant seeking to develop a rewarding career in industry and commerce. The high degree of interaction with non-financial personnel means you will need to possess excellent written and verbal communication skills together with a high degree of commercial acumen. Interested candidates should forward a comprehensive CV, stating a daytime telephone number and current remuneration details and quoting reference 291159 to **Hugh Everard, Director at Michael Page International**, Page House, 39-41 Parker Street, London WC2B 5LH, or fax + 44 (0) 171 404 6370.

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London Paris Amsterdam Dusseldorf Frankfurt Hong Kong Sydney

HEAD OF FINANCIAL ACCOUNTING

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- Boots The Chemists is one of the UK's most respected retail companies. Turnover exceeds \$3 billion generated through 1,200 stores. Unprecedented growth has confirmed its place as the key provider of community health care and a market leader in the sale of beauty and personal care products, baby consumables and dietary foods. Having doubled profits over the last four years, the challenge now is to continue to grow ahead of the competition and build on its reputation as a world class retailer.
- This role will help spearhead the change aimed at ensuring proactive and effective support for fast, high quality business decision making. It is an excellent entry point into the Group, and offers the potential to develop a career in finance or general management with one of the UK's most successful retailers.
- Managing a team of 350 staff, this is a newly created position and has responsibility for the smooth and efficient functioning of the primary accounting services functions. Your remit is to challenge the status quo and develop a 'best in class' function, building strong team spirit and encouraging initiative and innovation at all levels throughout the function.
- Probably in your thirties and ideally a Chartered Accountant, you must have strong leadership and commercial skills, and a demonstrable track record in change management and the introduction of best financial practice. Likely backgrounds include Finance Director of a smaller business or a senior role in financial management consultancy.
- Personal qualities will be key to success in the role. Drive and initiative should be combined with strong motivational and interpersonal skills, an enthusiasm for your work and a commitment to continuous improvement and service excellence. Equally important is the ambition to take advantage of the numerous opportunities for career development that exist within The Boots Company plc.

Please apply in writing quoting reference 1142 with full career and salary details to **Susan Ryder, Whitehead Selection Limited**, 11 Hill Street, London W1X 1BB. Tel. 0171 270 2043. <http://www.gbnet.co.uk/whitehead>

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A Whitehead Mann Group PLC company

COMMERCIAL BUSINESS ANALYST

London c.£35,000 + Bonus

Our client is an internationally recognised FMCG market leader with a strong portfolio of household-name brands. Part of a Fortune 500 American conglomerate, they have recently re-focused their operations to pave the way for further growth. This has created the need for a Commercial Business Analyst. Working as a key member of a customer focused team, responsibilities will include:

- Liaison between finance and marketing functions at senior management level
- Analyses of sales by brand and by region focusing particularly on European markets
- Actively participating in sales and marketing negotiations to ensure financial control
- Provision of forecasting and budgetary information and preparation of the three year strategic plan

A polished communicator with strong influencing abilities, you will develop your commercial decision making and leadership skills to their full potential through acting as the interface between marketing and finance functions. Qualified CIMA or ACCA, with a strong record of achievement and 2-3 years' post qualification experience, your innovative approach will allow you to provide understandable solutions to complex financial problems. You will benefit from opportunities on a global scale and progress rapidly to senior management level. To discuss this opportunity in total confidence, please contact **Lucia Do Rosario** on 0171 405 4161. Alternatively, send your CV to her at the address below.

FMS, 5 Broom's Buildings, Chancery Lane, London EC4A 3DY. Tel: 0171 405 4161. Fax: 0171 430 1140. Email: 1006212024@compuserve.com We have offices in London, Birmingham, Manchester and Leeds.

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Excellent
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Substantial
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Our US client was established with the goal of providing high quality healthcare products at the most competitive cost. It is now one of the fastest growing companies in the world within its field, and has established a substantial manufacturing and R&D presence in the UK, currently employing over 400 people.

A challenging new role of Manufacturing Controller has been created to play a key role in continuing the rapid growth of the company. Part of the management team, you will be responsible for establishing the manufacturing accounting group, developing and implementing manufacturing systems to provide information that will drive the company towards its goal of high quality, low cost manufacture. You will also be a key player in focusing the R&D group on achieving this goal.

Career development prospects within the company are excellent, through the growth of the manufacturing division, and also of the European sales, marketing and distribution division, which has recently been established within the company's new multi-million pound UK manufacturing facility, as part of their strategy of becoming major players in world markets. This is an exciting opportunity to become part of a young, fast growing company, and be rewarded for your contribution through the generous share option scheme.

Successful candidates will be graduates and qualified Accountants who relish a fast-moving environment, and who are agents of change. Direct exposure to standard costing systems, preferably within a high volume/low value environment, is a prerequisite.

Interested candidates should apply in writing, enclosing a full CV, to Peter Coleman at Robert Half, 6 The Canons, New Road, Southampton SO14 0AA. Telephone 01703 23131, or fax details on 01703 231850. E-mail address: southampton@half-uk.co.uk

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Strategic Planning Analysts

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As a leading UK services group with a turnover in excess of £1.3bn and a strong balance sheet, our client has maintained its position as a dominant leader in a growth market. Its high calibre management team has pursued a clear strategy of growing its core businesses, both organically and through acquisition.

A substantial increase in new initiatives has generated a requirement for two exceptional Strategic Planning Analysts. Reporting to the Head of Strategic Planning, the successful candidates will be responsible for developing a variety of commercial projects and initiatives for the group. Specific responsibilities will include:

- Assess business development opportunities.
- Review of acquisitions as appropriate.
- Develop strategic alliances and joint venture proposals.

Close interaction with the businesses through liaison with the various commercial and financial teams. Contributing to the development of group strategic plans.

This opportunity will appeal to a motivated MBA and/or business graduate aged 26-30, with a strong record of achievement to date. Applicants may be performing a similar role within a major corporate head office, or alternatively, be employed by a leading firm of management consultants. Crucial attributes include strong interpersonal, analytical and computer modelling skills, in addition to a high level of commercial awareness.

The rewards include an attractive basic salary, company car and the opportunity to develop a stimulating career.

Interested applicants should write, in the strictest confidence to Brian Hamill or Robert Walker at Walker Hamill Executive Selection, forwarding a curriculum vitae quoting Ref: BH 2471.

WALKER HAMILL
105-107 Jericho Street
London EC1Y 3EP
Tel: 0171 839 4444
Fax: 0171 839 5857

Pannell Kerr Forster Corporate Services (Partner Designate)

Guildford Attractive Package

The Guildford office of Pannell Kerr Forster, one of the largest firms of Chartered Accountants and business advisors in the UK, has been established for many years and enjoys a close relationship with the local business community.

Due to an expanding client base and increased opportunities to assist organisations with the growth and development of their businesses, through corporate finance and business advisory services, we wish to recruit a Partner designate who is able to build on our reputation, strengthening our relationships with the local business community and developing new and existing corporate clients.

We wish to recruit a qualified ambitious individual who possesses good academic and professional qualifications, has high technical standards and who aspires to partnership within a short period of time. This profile could apply to a manager or senior manager, or even a partner in a smaller practice.

It will be necessary to have had a solid foundation in audit plus more generalist advisory and business development experience. Ideally, you will have had experience of developing non recurring fees in areas such as corporate finance and business advisory services.

Interested candidates should apply in writing, sending a full CV and quoting reference number 1601 to the address below. Alternatively, for further information please contact Jonathan Wilkinson on 0171 831 7393.

Jonathan Wilkinson
Executive Recruitment Services
Pannell Kerr Forster Associates
New Garden House
78 Hatton Garden, London EC1N 6JA

Pannell Kerr Forster Associates
MANAGEMENT CONSULTANTS

PKF
worldwide

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CITY £65,000 - BONUS

Part of a global, US owned, financial services group, this major player in its specialist field has experienced phenomenal growth over the last five years. Many factors contribute to its trading success - significant financial investment, a flexible service portfolio and access to a global client base.

The key challenge today is to ensure that the systems and processes which underpin this success are both efficient and responsive. As Financial Controller you will spearhead the projects to meet this challenge. You will assume line management responsibility for a team of around 30 people and be a key driver in managing the programme of business improvement.


Candidates will be qualified accountants with 4-5 years' post qualification experience, ideally gained within a highly competitive, service orientated environment. Experience of systems and change management combined with good management skills are all mandatory. However, your approach is as important as the abilities you bring to the role. A team player, with the skills to persuade and communicate, you will have the confidence and credibility to actively influence change.

The potential of this role is exceptional, an outstanding platform for personal and career development.

Please send full personal and career details, including current remuneration level and daytime telephone number, in confidence to Ann Gony, Coopers & Lybrand Executive Resourcing Ltd, 1 Embankment Place, London WC2N 6NN, quoting reference AG309 on both envelope and letter.

IT Appointments

GM General Motors International Operations



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General Motors International Operations is a major business sector of General Motors, the world's largest company and includes operations in over 40 countries.

We are seeking a high calibre individual to work within the Information Management function reporting directly to the Director of Technology Services and Deployment. Based in either Antwerp, Frankfurt or Luton, the successful candidates will spend approximately 40% of their time at other international facilities.

The Key Job Responsibilities will be:-

- To provide technical and managerial leadership in the evaluation and implementation of emerging technology in the support of GM's business and technology architecture.
- To interface with industry, standards groups, universities and research organisations in the areas of technology and computing and communications architecture.
- Establish a set of technology metrics to monitor organisational progress.

The Key Job Qualifications are:-

- Graduate with extensive experience of Information Technology as it impacts a global company.
- Experience in setting and contributing to the IT direction of a diverse international organisation.
- High level of analytical and problem solving skills.
- Good team player with experience of multi-cultural organisation.
- Ability to work at all levels within the organisation.

Reply in strict confidence quoting reference ETM with CV and relevant experience by 30th June 1996 to: John Culley, Manager Finance Administration, Vauxhall Motors Limited, IMP C2, PO Box 3, Luton, Bedfordshire, LU1 3YT, United Kingdom.

Banking Sector SENIOR RISK SPECIALISTS

Based in London with international remit

Established for more than thirty years we are one of Europe's leading providers of management and business information consultancy and services. We have forged a reputation for excellence in all our activities - particularly in the increasingly critical area of financial sector risk monitoring and management. Already a market leader in the UK and Europe accompanied by an increasing profile overseas, our Finance Division are determined to provide cutting and future customers with an expanding range of risk consultancy and services in the wholesale and investment banking sectors. We are therefore committed to attracting the services of outstanding financial sector risk specialists to develop our consultancy business and work closely with our market-leading software products:

MANAGING CONSULTANT £60-70,000 + BENEFITS	SENIOR CONSULTANT £50-60,000 + BENEFITS
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The role is...

- to contribute strongly to the development of business strategy for the risk practice
- to design, develop and manage a broad range of engagement programmes
- to personally undertake, and manage client engagements at the highest level
- to guide and support clients in their preparation for risk and regulatory compliance including capital adequacy (CAD)

You will...

- have extensive (5 years) related banking experience, with in-depth exposure to treasury and capital markets instruments including derivatives
- be able to demonstrate experience of formulating and driving risk strategies
- possess exceptional presentation and communications skills
- offer proven multiple assignment management capabilities
- combine a strong theoretical grasp of risk systems with a pragmatic approach to their implementation
- have gained a good degree or relevant professional qualification
- have demonstrable management consultancy ability and business development within existing clients

Ref: RGPT13

The role is...

- to work with users to define specific risk management principles and procedures
- to provide in-depth consultancy on the principles and practice of risk systems implementation
- to offer focused and effective risk systems consultancy services
- to provide general and specific guidance on the selection of risk software
- to work closely with the management team to help define products and consultancy services strategy

You will...

- have considerable (3-5 years) related banking experience, with in-depth exposure to treasury and capital markets instruments including derivatives
- offer a background of successful risk systems implementation
- demonstrate a thorough understanding of why and how different financial instruments are traded
- be comfortable with liaison at all levels of management and across a wide spectrum of disciplines (risk, finance, operations and IT)
- show proven success in multiple consultancy assignments
- have gained a good degree or relevant professional qualification

Ref: RGPT14

For further information please contact our advising consultant Roger George on 0171 247 7444. Alternatively, send your CV, quoting the relevant reference number to McGregor Boyall Associates, 114 Middlesex Street, London E1 7JH. Fax: 0171 247 7476. email: rgeorge@mcgregor-boyall.co.uk

McGregor Boyall
Business & Technology Selection for Financial Markets

Ermitage Management (UK) Ltd.

PC Analyst/Programmer £18-27K

The Ermitage Group is an international fund management house with around \$300 million under management. The Group has offices in the UK, Jersey and Luxembourg. Travel to these offices may be required.

We are looking for a PC analyst/programmer with at least 1-2 years' experience in the financial industry. The role will entail a mixture of support of existing systems and development. The successful candidate's background should include experience in database languages, preferably Paradox with some exposure to Delphi. Any experience in Novell and general MS Office packages would be a benefit.

Skills set in order of importance is as follows: Paradox for Windows; Paradox for DOS; Delphi; Novell Netware 3.22; MS Office Packages; Word Excel; Novell

To apply please send your CV to:
Mr G Blough, 25 Savile Row, London, W1X 3AA.
e-mail: gblough@ermitage.mhs.computerware.com

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Our client is one of the largest Japanese Banks with subsidiaries in over 26 countries. They are currently expanding many areas of their front office operations, resulting in a number of exciting positions that offer the opportunity to expand your business knowledge in one of the most demanding technical environments in the city. You will be delivering front end analytics to some of the busiest desks in the square mile. To move your career forward you will need at least two of the following:

- C++ and/or Visual Basic
- Mathematical Analytical Skills
- Government Proprietary Trading
- Degree/Phd
- Risk Management
- Bonds Trading

To take the next step contact our city consultant Lisa Russell on 0171 419 2518 alternatively send your cv to Prime Selection, Prime House 136 Kentish Town Road, London NW1 9QB - Fax 0171 482 4239 or E-Mail on 100451. 3674@COMPUSERVE.COM

0171 419 2518

Handwritten note in a box at the top of the page.

FUNDS INTERNATIONAL. A monthly newsletter monitoring developments in the fund management industry worldwide.

FINANCIAL TIMES COMPANIES & MARKETS Friday May 24 1996

BUILDER CENTER. WOISELY. The name behind the success.

INSIDE Giat to shed 2,700 jobs after big loss

Giat Industries, France's state-owned tank and munitions maker, announced a plan to reduce its 19,400 workforce by 2,700 by the end of 1996 as it reported a net loss last year of FF1,000m (\$1.94bn), or almost double its FF75.4bn sales. Page 21

Winterthur boosts its provisions Winterthur, the Swiss insurer, said it had taken advantage of favourable trading conditions to boost by "several hundred million" Swiss francs its reserves against natural catastrophes and other losses. Page 20

Revised profits forecast hits Bols shares BolsWessanen, the Dutch food and beverages group, downgraded its forecast for unchanged 1996 profits, warning that first-half profits "from ordinary operations" were likely to fall between 20 and 25 per cent. This would compare with the FF 87.5m (\$51m) recorded for the same period last year. Page 21

Matsushita counts cost of MCA sale Matsushita, Japan's largest consumer electronics group, reported a decline in annual consolidated profits because of its costly retreat from the US entertainment industry with the sale of its controlling stake in MCA. But the group forecast a sharp recovery this year. Page 22

Talisman Energy to raise C\$372m Canada's Talisman Energy plans to raise C\$372m (US\$271.5m) in new equity, joining a growing list of Canadian oil and gas producers taking advantage of strong investor interest to raise equity. Page 23

Storehouse records 21% jump for year Storehouse, the UK retail group, reported a 21 per cent jump in annual pre-tax profits to £109.9m, despite disappointing sales at BHS and Mothercare, its two main chains. The shares dipped 7p to 327p amid continuing concern about sales momentum in the current year. Page 24

JCB advances 42% on buoyant exports Strong export growth was behind a 42 per cent increase in pre-tax profits last year by JCB Bamford Excavators, Britain's biggest maker of construction equipment. The privately owned company had pre-tax profits of £103.4m (\$157.2m) in the year to December 31, up from £72.9m last time. Page 25

More gold found in Carlin Trend Another area with "all the hallmarks of being a world class gold district" has been found in the US's Carlin Trend in Nevada, according to Mr Seymour Schulich, co-founder and chairman of both Franco-Nevada and Euro-Nevada, the Canadian groups. Page 31

Table with 2 columns: Company Name and Price/Change. Includes ABB, AMR, Adidas, African Gold, Air Liquide, Allied Domecq, Argentina, Asia Communications, Astra, Bank Int'l Indonesia, Boeing, BolsWessanen, Bombardier, British Airways, Brooks Brothers, Cable and Wireless, Cambrio, Commonwealth Bank, Conoco, Daewoo, Deutsche Bank, Deutsche Telekom, Diamond Fields, Disney (Walt), EuroMoney, Fidelity Investments, Ford, Giat, Glenmorangie, Hudson's Bay, IFC, Iberia, Inco, JCB, Japan Telecom, Japan Tobacco, KDD, KHL, LGM, Lumberly-Clark, Larsen & Toubro.

Market Statistics. Table with 2 columns: Metric and Value. Includes Annual reports service, Benchmark Govt bonds, Bond futures and options, Bond prices and yields, Commodities prices, Dividends announced, UK GMS currency rates, Eurobond prices, Fixed interest indices, FTSE-A World Index, FT Gold Mines Index, FT/SMI Int'l Bond Index.

Chief price changes yesterday. Table with 2 columns: Instrument and Price Change. Includes FRANCE (FRF), Germany (DEM), USA (USD), UK (GBP), EURO (ECU), JAPAN (JPY), and various indices and commodities.

C&W rules out stake swap

By Alan Cane in London. Talks which could lead to a tripartite joint venture between Cable and Wireless of the UK, Vebs of Germany and Stet, the state-owned Italian telecoms group, should be completed within six months, Mr Rod Olsen, C&W acting chief executive said yesterday. Mr Olsen confirmed the three companies were in the early stages of talks which could lead to an alliance as C&W reported substantially improved turnover and profits, chiefly as a result of a turnaround at Mercury Communications and the sale of a stake in a German mobile phone operator. The company made pre-tax profits of £1.3bn (\$1.97bn) on turnover of £5.5bn. Mr Olsen rejected suggestions, however, that Stet, which holds a 52.5 per cent stake in Telecom Italia, would take an equity stake in C&W. It would not, he said, be a repeat of last year's deal in which Vebs, a large industrial group which is expanding its telecoms interests, took a 10.5 per cent stake in C&W to seal a strategic alliance to attack the German market. He said that C&W was keen to develop its Italian interests and that Stet was its preferred partner. He added that C&W had had discussions on an alliance with Mr Silvio Berlusconi's Fininvest group, but that the talks had been abandoned six months ago. Last month British Telecom and its Italian partner Banco Nazionale del Lavoro took a 2.4 per cent stake in Mediast, the media arm of Fininvest. The possibility of an alliance involving C&W and Stet emerged 10 days ago, when it became clear that Stet had ambitions to take a 15 per cent stake, the maximum allowed, in the UK company. Yesterday Mr Ulrich Hartmann, Vebs chairman, also confirmed the talks in a speech prepared for delivery at the company's annual general meeting. He said the plan was to create a Europe-wide telecoms infrastructure and services joint venture with all three companies as shareholders. Sources close to Stet said yesterday that the company was convinced the alliance would be concluded successfully. Stet and C&W had the advantage of operating in geographically separated regions. In consequence, the two were taking time to get to know each other. Stet is also believed to be preparing to bid for Videotron, the UK cable company. Mr Olsen made it clear that after the failure of merger talks with BT earlier this month, the company was pursuing alliances in a number of territories. Details, Page 24



On course for a Euro alliance: C&W chairman Dr Brian Smith (left) and acting chief executive Rod Olsen at yesterday's announcement

Telmex plans cost cuts and diversification

By Daniel Dombey in Mexico City. Mr Jaime Chico Pardo, chief executive of Telmex, Mexico's biggest private group, yesterday spelled out his company's strategy to cope with the imminent liberalisation of the country's long-distance telecoms sector. In the first press interview since rules to regulate the long-distance market were announced last month, Mr Chico said the company would diversify through acquisitions and alliances into new businesses such as multimedia. Costs would also be cut in preparation for expected tariff reductions. He said capital expenditure would be much lower than in the past five years when the company invested a total \$1.1bn. However, he warned net debt could increase. Analysts believe competition is likely to affect the group's future cash-flow. Mr Chico said the net debt equity ratio, which was 11 per cent at the end of the quarter, would increase the Latin American norm which is about 16 or 17 per cent. The company is already struggling with the recession and has been unable to raise rates in line with inflation. These have had to be negotiated with the government. First quarter sales fell 16.5 per cent to 10,500 pesos. Last year's turnover fell 6 per cent to 42bn pesos (\$5.5bn). Telmex will face competitors involving AT&T and MCI in Mexico's long distance market from August this year. Telmex will be obliged to connect them to its own local network and domestic clients from the beginning of 1997. "Yes, we are going to lose customers but we are going to reinforce our services for those who stay," said Mr Chico. He confirmed Telmex was in talks with Televisa, Mexico's largest media group, to buy the remaining stake in Cablevision, a cable TV business. Last year Telmex bought 49 per cent of the company for \$211m. Though Cablevision has recently performed disappointingly, Mr Chico hoped the company could offer Telmex important synergies in value added services such as image transmission. "Our intention is to acquire 100 per cent, the principal agreement has been established," said Mr Chico. He added the company also hoped to benefit from the acquisitions being carried out by the telecom unit of Grupo Carso, its holding company. Telmex recently won its first major international contract, to link up booking agencies in Mexico with the Dallas headquarters of Sabre, AMR's reservations subsidiary. AMR owns American Airlines. According to Mr Chico's projections, Telmex's capital expenditure should stand at \$700m for 1996 and between \$500m and \$700m in coming years. This excludes acquisitions and the cost of physically interconnecting competitors to its network.

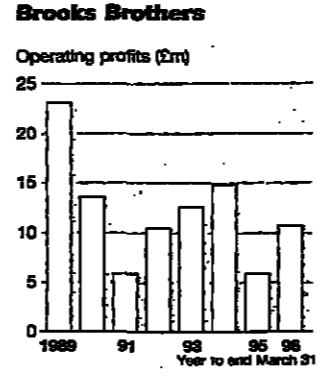
McDonald's ties deal with Disney

By Richard Tomkins in New York. Walt Disney, the entertainment group, and McDonald's, the fast food chain, yesterday announced what may rank as the biggest global marketing alliance yet devised. The deal gives McDonald's exclusive rights to use characters from Walt Disney films in its promotions for 10 years starting next January. It applies to all 98 countries in which McDonald's operates and will provide the partners with publicity worth several billion dollars. The deal will benefit Disney as well as McDonald's. The main loser will be Burger King, part of Britain's Grand Metropolitan group, which has had big successes with promotions linked to Disney films such as Toy Story and The Lion King over the last five years. Burger King said it was "disappointed" that its relationship with Disney was ending. Disney is believed to have preferred McDonald's as a long-term marketing partner because of its wider presence outside the US. Mr Alan Hickok, an analyst at Piper Jaffray, said the move would bring significant benefits to McDonald's. "From a competitive standpoint it's very savvy because it removes an opportunity for another fast food chain to capitalise on the strength of Disney's box office hits." Fast food chains typically use films in their promotions by giving customers toys based on film characters when they buy a meal. Until now, rights to Disney productions have been negotiated on a film-by-film basis. Entertainment companies also benefit from the marketing alliances because of the publicity they generate. Last week PepsiCo, the US fast food and soft drink company, signed up to a similar marketing alliance with LucasFilm, California-based maker of the Star Wars films. Terms of the deal were not disclosed.

No longer ripping the shirt from M&S's back

Richard Tomkins on the revival at Brooks Brothers

Old fogies, beware: there have been a few changes at Brooks Brothers, the most conservative of US clothing store chains. These days, the stores have become dangerously close to exciting. Those button-down Oxford shirts in traditional blue or white have given way to dazzling displays of more up-to-date designs in vibrant pink and purple. There is another novelty, too. Profits have taken a turn for the better - to the immense relief of Marks and Spencer, Brooks Brothers' British parent, which bought the company for an eye-popping \$750m in 1993. As M&S now concedes, it paid far too much. Ever since, Brooks Brothers has been staggering from one year of poor profitability to the next as M&S sought unsuccessfully to make the best of a bad investment. This week, however, M&S declared that Brooks Brothers' operating profit had risen by 81 per cent to \$10.7m (\$16.2m) in the year to March. Sales, it said, rose 11 per cent to \$286.1m. The latest figure falls far short of what would be necessary to justify the purchase price. Even so, the trend is in the right direction: and it comes at a time when other US retailers are struggling to cope with weak demand and cut-throat competition. A turning point for Brooks Brothers appears to have been the appointment of Mr Christopher Littmoden, a main board director of M&S, as head of the group's North American operations in 1994. In turn, Mr Littmoden replaced most of Brooks Brothers' senior managers, bringing in Mr Joseph Gro-



SEMCON Management Buy-Out. SKr183,000,000 (£18,000,000). Led and arranged by NatWest Ventures. Equity provided by NatWest Ventures, CVC Capital Partners. Senior debt provided by Skandinaviska Enskilda Banken.

Vertical text on the far left edge of the page, including 'Car', 'BUSINESS', and 'STANT'.

COMPANIES AND FINANCE: EUROPE

Winterthur boosts its provisions

By Ralph Atkins, Insurance Correspondent, in Zurich

Winterthur, the Swiss insurer, said yesterday it had taken advantage of favourable trading conditions to boost by "several hundred million" Swiss francs its reserves against natural catastrophes and other losses.

Mr Peter Spälti, chairman, said the increased provisions would help build a base for future strong profits growth. He forecast a "double-digit" increase in Winterthur's consolidated business volume this year - assuming no upsurge in the Swiss franc.

after a series of acquisitions last year - including that of conventional insurance companies sold by Swiss Re, the reinsurer group - this year was likely to be a period of consolidation. "I don't think that there will be any major acquisitions," he said.

The insurer said the strong Swiss franc had led to "occasional sleepless nights", but losses had been mitigated by a selective hedging strategy including the use of derivatives. In the first four months of this year, Winterthur benefited from "friendly" stock markets and a depreciation of the Swiss franc.

Advertisement for PGI Polymer Group, Inc. Common Stock (par value \$0.01 per share). 16,378,789 Shares. 3,275,758 Shares. Includes logos for Goldman Sachs International, Donaldson, Lufkin & Jenrette Securities Corporation, Salomon Brothers International Limited, Chase Investment Bank Limited, ABN AMRO Hoare Govett, BHF-BANK, Nikko Europe Plc, Paribas Capital Markets, and others.

Deutsche Bank under fire over options

A series of critical amendments has been added to the agenda for Deutsche Bank annual meeting scheduled for next week. AFX News reports from Frankfurt.

The most recent list of amendments to the agenda includes a rejection of the bank's proposal to offer management stock options. Mr Lenhard Knoll, a member of the Association for the Promotion of Shareholders' Democracy, said the current plan would enable management to make money from the sale of the options regardless of their performance.

Deutsche Telekom buys into Malaysian operator

By James Kynge in Kuala Lumpur and Michael Lindemann in Bonn

Deutsche Telekom, Europe's biggest telecoms operator by sales, yesterday extended its activities in the fast-growing Asian market by buying into a Malaysian telecoms operator. The company, which is ready to take a stake in a Philippines telecoms group.

in Sateindo, one of three Indonesian telecoms groups. "Through these acquisitions Deutsche Telekom is positioning itself in south-east Asia and is further improving its starting position on the way to becoming a global player," said Mr Erik Jan Nederkoorn, the management board member responsible for international activities.

suspended yesterday, but its shares closed on Wednesday at M\$8.65. TRI, through its subsidiary Celcom, is one of three licensed Malaysian operators. It says it plans to use the capital raised to develop its local business and build a fixed-line network. For TRI, the tie-up is seen as a boon. TRI's international gateway would probably handle calls from Europe via Deutsche Telekom. The expertise of the German company will be invaluable as Celcom competes with the established infrastructure of the former government monopoly, Telekom Malaysia, and the other licensed operator, Binariang, in which US West has a 20 per cent stake.

Improved sales help offset higher R&D costs at Merck

Merck, the German pharmaceuticals group, said pre-tax profits rose 16.4 per cent to DM309m (\$135.3m) in the first quarter, from DM180m the year earlier, AFX News reports from Darmstadt. Investors said the figures were in line with expectations and the shares remained unchanged at DM57.90.

The company said operating profits fell 6 per cent to DM238m because of high research and development costs, and the costs of building its generic drug operations. Net profits rose from DM98m to DM131m. Merck said sales in the first quarter climbed 5.1 per cent from DM1.61bn to DM1.69bn, the company said.

Merck attributed the rise in earnings to the benefits of restructuring, to its business expansion, and an improvement in its financial investment income. The pharmaceutical division, which generates 55 per cent of group sales, reported the strongest rise in turnover with an 8 per cent gain in sales from DM800m to DM831m. Adjusted for last year's sale of the 50 per cent stake in a drug company Cascan, the pharmaceutical division's sales were up 10 per cent. The laboratory equipment division lifted sales 3 per cent from DM405m to DM422m, while specialty chemicals sales fell to DM314m, short of last year's first-quarter of DM317m.

The company reiterated its forecast of a rise in sales and a considerable gain in earnings for the full year. It said an improvement in April had supported its forecast. Astra, the pharmaceuticals group, yesterday became only the second Swedish company to list its shares on the New York Stock Exchange, going ahead with the listing despite a wave of adverse publicity in the US over allegations of sexual harassment against senior executives in its US subsidiary, writes Hugh Carnegie in Stockholm. Astra American Depository Receipts opened at \$47, trading in line with Astra shares in Stockholm, which closed up SKr1 at SKr318.50. The shares have risen from SKr305 over the past week in anticipation of the New York listing, which Astra hopes will boost its exposure in the US, where some stock funds were previously unable to invest in the group.

Advertisement for MONTEDISON. NOTICE OF MEETING OF SHAREHOLDERS. Shareholders of Montedison SpA are hereby convened to attend a Meeting of Shareholders to be held at Foro Buonaparte 31, Milan on Wednesday June 12, 1996 at 10.30 a.m. for first call and, if needed, for second call and, only for the extraordinary part, for third call respectively on Thursday June 13, 1996 and Friday June 14, 1996, same time and place, in order to discuss and vote upon the following items on the agenda: Ordinary Part, Extraordinary Part, and various resolutions regarding share capital and dividends.

Advertisement for Britannia Building Society. Subordinated Floating Rate Notes due 2006. NOTICE IS HEREBY GIVEN in accordance with condition 41(a) of the Terms and Conditions of the Notes, Britannia Building Society will redeem all of the Notes at 100 per cent of their principal amount (the "Redemption Price") on 15th June 1996 (the "Redemption Date").

Advertisement for SARAKREEK HOLDING N.V. Amsterdam. Notice is hereby given that an Annual General Meeting of Shareholders of Sarakreek Holding N.V. will be held on Friday 7th June 1996 at 11.00 a.m. at the RAI Congressarium, Europaplein 8, 1058 GZ Amsterdam.

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Advertisement for CREDIT NATIONAL. US\$ 250,000,000 Floating Rate Notes due 1997. In accordance with the Terms and Conditions of the Notes, notice is hereby given that for the Interest Period from May 24, 1996 to August 27, 1996 the Notes will carry an Interest Rate of 5.49219% per annum.

Table with 4 columns: 10 year period, Pool price, Pool price, Pool price. Rows include 0000, 0001, 0002, 0003, 0004, 0005, 0006, 0007, 0008, 0009, 0010, 0011, 0012, 0013, 0014, 0015, 0016, 0017, 0018, 0019, 0020, 0021, 0022, 0023, 0024, 0025, 0026, 0027, 0028, 0029, 0030, 0031, 0032, 0033, 0034, 0035, 0036, 0037, 0038, 0039, 0040, 0041, 0042, 0043, 0044, 0045, 0046, 0047, 0048, 0049, 0050, 0051, 0052, 0053, 0054, 0055, 0056, 0057, 0058, 0059, 0060, 0061, 0062, 0063, 0064, 0065, 0066, 0067, 0068, 0069, 0070, 0071, 0072, 0073, 0074, 0075, 0076, 0077, 0078, 0079, 0080, 0081, 0082, 0083, 0084, 0085, 0086, 0087, 0088, 0089, 0090, 0091, 0092, 0093, 0094, 0095, 0096, 0097, 0098, 0099, 0100.

Advertisement for CHEMICAL. NOTICE TO THE HOLDERS OF US \$ 1,000,000,000 UNITED MEXICAN STATES LIBOR/CETES NOTES DUE 1/27/96. The applicable LIBOR rate for the period from May 15, 1996 to June 12, 1996 is 26.31% annual.

Matsushita counts cost of MCA sale

By William Dawkins in Tokyo

Matsushita, Japan's largest consumer electronics group, yesterday reported a decline in annual consolidated profits because of its costly retreat from the US entertainment industry, but forecast a sharp recovery this year.

Adjusting for the ¥164.2bn foreign exchange translation loss on the MCA sale, Matsushita's taxable profits rose by 10 per cent to ¥240.8bn.

Group operating profits grew by 2 per cent to ¥264.5bn, or by an adjusted 11 per cent. There was a net loss of ¥58.9bn, compared with a net profit of ¥90.6bn in the previous year.

At the parent company level, Matsushita came in with a 19 per cent rise in recurring profits - before tax and extraordinary items - to ¥103.17bn. This was slightly below its own forecast of ¥110bn, a reflection of a domestic price war in audio equipment.

Domestic sales, just over half the group total, rose 8 per cent to ¥3,727bn last year, led by increased demand for information and communications equipment, factory automation, semiconductor and batteries.

Australian bank forms Indonesian joint venture

By Nikki Tait in Sydney and Manuela Saragosa in Jakarta

Commonwealth Bank, the partly-privatised Australian institution, and Bank International Indonesia, the country's third-largest lender, are to establish a joint venture bank, based in Jakarta and aimed at the corporate and commercial lending markets.

Mitsubishi Heavy posts 16% rise

By Gerard Baker in Tokyo

Mitsubishi Heavy Industries, the largest of Japan's shipbuilding, defence equipment and general heavy engineering giants, yesterday reported record pre-tax profits for the year to end-March.

The company said strong demand for machinery at home and buoyancy in most of its overseas markets had combined to lift group recurring profit - before extraordinary items and tax - by 16 per cent on a year earlier to ¥180.1bn (\$1.68bn).

PROFILE: MITSUBISHI HEAVY INDUSTRIES. Market value: \$99.4bn. Main listing: Tokyo. Includes charts for Turnover, Share Price, and Group Recurring Profit.

Cost cuts help KDD report 16% advance

By Michio Nakamoto in Tokyo

Increased competition in Japan's international telephone market put pressure on KDD, the country's largest international carrier which suffered a 2 per cent fall in sales but managed to increase profits on cost-cutting.

NEWS DIGEST

NEC records third year of growth

Fast growth in Japanese demand for mobile telephones and personal computers allowed NEC, the country's leading computer company, to achieve its third consecutive year of increased group profits and sales in 1995.

Restructuring assists Omron

Omron Corporation, the leading Japanese maker of control components, said yesterday its continuing restructuring programme had helped to produce a sharp increase in pre-tax profit in the year to the end of March.

Japan Tobacco edges ahead

Japan Tobacco, the country's sole cigarette manufacturer, posted a marginal rise in profits and suffered a decline in sales due to weaker domestic demand and increasing competition from imports.

Meanwhile, the group implemented cost cuts through an early retirement scheme and technical improvements.

The business environment is improving, and KDD expects revenues in the current year to increase to ¥317bn and recurring profits to rise to ¥37bn.

Japan Telecom, the long-distance telecom operator affiliated to the JR railway companies, reported a strong rise in non-consolidated recurring profits which reflect the growth of the company's cellular phone business.

Turnover was down 12.9 per cent to ¥49.6bn, although tighter control of costs enabled the company to improve its recurring profit to ¥2.4bn, from ¥2.3bn the previous year.

Write-offs hold Japan's insurers back

By Emiko Terazono in Tokyo

Japan's leading non-life insurance companies saw moderate increases in premium income for the year to March, but recurring profits - before extraordinary items and tax - suffered from falling returns on investments and write-offs of bad loans to the country's bankrupt housing loan companies.

Table: Profits at a premium (¥bn). Columns: Insurer, Met premium income, Change on year (%), Underwriting profit, Change on year (%), Investment yield (%), Recurring profit, Change on year (%).

casting flat or marginal increases in recurring profits despite strong growth in net premium incomes.

Tokio Marine & Fire, the industry leader belonging to the Mitsubishi group, saw its unconsolidated gross business balance rise by 1.7 per cent.

gross business balance to ¥60.7bn. The company's dividend income rose as a result of its convertible bond issuance last year, but it posted special losses of ¥4.6bn in *iusen*-related loans and ¥5.3bn in bad loans to the failed Hyogo Bank.

Japan paper groups helped by price rises

By Emiko Terazono

Sharp rises in paper prices boosted sales at Japanese producers in the year to March.

Pacific Dunlop ends alliance

Pacific Dunlop, the Melbourne-based conglomerate, said yesterday it was selling back to Adidas, the German sportswear company, a 51 per cent interest in the two companies' Australasian joint venture.

Charge checks Yamaha Motor

Yamaha Motor, the world's second-largest motorcycle maker, posted a firm rise in sales in the year to March, helped by buoyant demand for its air conditioners and industrial robots in Japan and motorcycles and motorcycle parts overseas.

Larsen & Toubro sharply up

Larsen & Toubro, the leading Indian engineering and cement group, saw a sharp rise in earnings in the year to March as a result of increased demand in its mainstay products and services.

Indian finance group improves

The Industrial Finance Corporation of India, one of the country's large financial institutions, announced gross earnings before depreciation and tax of Rs6,028m (\$143.8m) in the year to March 31. This compared with Rs3,576m in the previous year, a rise of 40.5 per cent.

MERCURY OFFSHORE STERLING TRUST (SICAV). Notice is hereby given to shareholders that an interim dividend for the six months ended 31st March 1996 of 3.5% for the Reserve Fund has been declared by the Board.

ASEA AB (publ) is changing its name to ABB AB (publ). At ASEA's Annual General Meeting on April 19, 1996 it was decided that the company shall change its name.

Notice of Early Redemption. FIRST Private Financing No. 1 PLC. Senior Asset-Backed Floating Rate Notes due 2021. £64,000,000.

Commerzbank Overseas Finance N.V. U.S.\$ 200,000,000 Floating Rate Notes of 1993/2005. Interest Period: May 23, 1996 to November 25, 1996 (186 days).

ABB AB, P.O. Box 7373, 103 91 Stockholm, Sweden. Telefon 46-8-613 05 60, Telefax 46-8-613 65 65

The Chase Manhattan Bank, N.A. Registrar. The Chase Manhattan Bank, N.A. Registrar.

Indian finance group improves. Net profits grew by almost 30 per cent from Rs2,746m to Rs3,558m on total income up by a third to Rs19,366m.

COMPANIES AND FINANCE: THE AMERICAS

Magellan thrust back into the public gaze

The resignation of Jeffrey Vinik has revived speculation about the fund's future

A tremble ran through the stock and bond markets at yesterday's news that Mr Jeffrey Vinik, manager of Fidelity Investments' Magellan mutual fund, had resigned to set up his own firm...



Jeffrey Vinik: opinions vary on the reasons for his departure

Many people will think he was pushed, I do not," Mr Jim Raker of Morningstar, another company which ranks mutual funds, said...

had for Fidelity. It makes them look foolish."

Mr Robert Stansky, who will take over management of the Magellan fund, has run Fidelity's \$8bn Growth Company fund for nine years...

Market-moving power, money, personalities, questions of family succession, are all ingredients which will keep the Fidelity story in the headlines...

Maggie Urry

Talisman Energy in C\$372m fundraising

By Bernard Simon in Toronto

Calgary-based Talisman Energy plans to raise C\$372m (US\$292m) in new equity, joining a growing list of Canadian oil and gas producers...

Talisman, which took on a substantial debt earlier this year to finance its purchase of Goal Petroleum of the UK, plans to raise C\$372m through a public offering of 12m shares...

Maggie Urry

NEWS DIGEST

Kimberly-Clark in \$220m P&G deal

Kimberly-Clark is to sell three brands of baby wipes to one of its rivals, Procter & Gamble, for \$220m. Kimberly acquired the brands through its merger last year with Scott Paper, and has been ordered to sell them by the US competition authorities...

Hudson's Bay losses soar

First-quarter losses more than tripled at Hudson's Bay, Canada's biggest retail chain, mainly because of a C\$64m restructuring charge. The charge and the poorer operating results at the group's two biggest chains, The Bay and Zellers, are indications of the challenges facing Canada's retailers...

Bombardier starts year firmly

Bombardier, the international aerospace and transport equipment group, posted first-quarter earnings of C\$74.1m (US\$53.5m), or 22 cents a share, up 19 per cent from C\$62.4m, or 19 cents, a year earlier...

Inco deal may be delayed

A lawsuit filed by a group of Texas investors may delay a proposed C\$4.3bn (US\$3.13bn) deal for Inco, the Toronto-based nickel producer, to acquire Diamond Fields Resources, the small exploration company whose main asset is a rich nickel, copper and cobalt deposit at Voisey's Bay, Labrador...

Tellier joins McCain Foods

McCain Foods, the international frozen foods group, has appointed Mr Paul Tellier, chief executive of Canadian National Railway, as one of three outside directors. The company, with annual sales of more than C\$40m, is owned by the McCain family and only recently named outside directors.

Canada divided over a single watchdog

Canada's unwieldy system of securities regulation is a boon for law firms and courier services but often a curse for the securities industry, its clients and the regulators.

However, the idea of a single regulator has gained impetus in recent months. Mr Ed Waitzer, chairman of the Ontario Securities Commission, whose jurisdiction includes the country's biggest stock exchange in Toronto, says "patience is wearing thin".

Strong regional interests in other parts of the country also remain a stumbling block. The handful of securities firms based outside Toronto are worried that their concerns may get lower priority in a national system.

Funding for the new body is another issue. Securities regulation is a useful revenue source for some provinces. The Ontario Securities Commission collected C\$46.3m (US\$33.7m) in fees in the year to March 31 1995...

The federal government has offered the provinces compensation payments totalling C\$150m. The fear in the securities industry however, is that this payment may be passed on to the new commission in the form of debt, to be paid off by users of its services...

WORLD TAX REPORT
World Tax Report enjoys an international reputation for being the first to report on all important changes in the many tax jurisdictions...

AssiDomän Interim report January-March 1996
• Turnover: MSEK 5,423 (5,366), +1%
• Profit after depreciation: MSEK 863 (1,102), -22%

ASTRA ASTRA AB has listed its A and B Shares on the New York Stock Exchange as from Thursday, May 23, 1996 The N.Y.S.E. symbol is: A
This announcement appears as a matter of record only.

Nedlloyd Dividend payment
The Annual General Meeting of Shareholders of Royal Nedlloyd N.V. resolved on 22 May 1996 to adopt the Financial Statements for 1995...

Almatina Bahrain B.S.C. (c) U.S.S 100,000,000 Secured Floating Rate Bonds Due 2001

Enskilda Securities London, New York, Paris, Frankfurt, Stockholm, Helsinki, Oslo

COMPANIES AND FINANCE: UK

Storehouse cautious despite a 21% increase

By Christopher Brown-Humes
Storehouse yesterday reported a 21 per cent jump in annual pre-tax profits to £109.9m (£167m), despite disappointing sales at BHS and Mothercare.

executive, was less bullish about the retail environment than fellow stores groups, Marks and Spencer and Kingfisher, earlier in the week. He said there were signs of returning consumer confidence.

and new stores acquired would take on the Mothercare name. Mr Edelman said: "Mothercare is a much stronger brand than Childrens World. My gut feeling is that the [Childrens World] name will disappear, but we are not closing our options."

ational charge for integration and rationalisation. Childrens World's head office will close. The higher profits for the year to March 30 - struck after a £1.2m profit on the sale of the One-Up discount chain - came after a 1.5 percentage point rise in gross margins reflecting fewer price mark-downs.

at Mothercare down more than 1 per cent and at BHS by more than 2 per cent. BHS operating profits rose 11 per cent to £77.4m. Its performance, initially dented by poor womenswear and childrenswear sales, improved as the year progressed, with like-for-like sales up 2 per cent in the final quarter.

difficulties with the introduction of clothes ranges for older children and maternity fashion. Even so, after a strong first half, it still achieved a 42 per cent rise in operating profits to £24.2m.

C&W returns to profits growth

By Alan Cane
Cable and Wireless returned to profits growth in an extraordinary year which saw the chairman and chief executive dismissed and replaced.

only 10 per cent to £1.26bn compared with £1.14bn. The exceptional items were a £199m profit from the sale of the group's interest in Mannesmann Mobilfunk, and a charge of £120m from writing down certain East European interests.

group's equity stake in BellCanada Media where C&W has a 13 per cent holding. Number portability, where a customer can retain the same telephone number when changing operators, would benefit the company but it had reached an impasse with BT over technical and other issues.

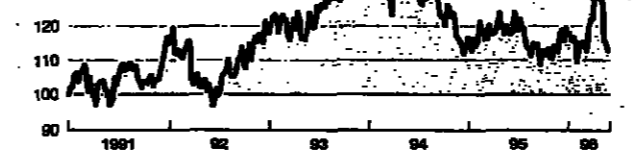
Mr Peter Howell-Davies, Mercury chief executive, said improving Mercury's relationship with the cable companies was one of the more important strategic issues the company faced.

PROFILE CABLE & WIRELESS

Market value: £9.92bn Share price: 446p -13p

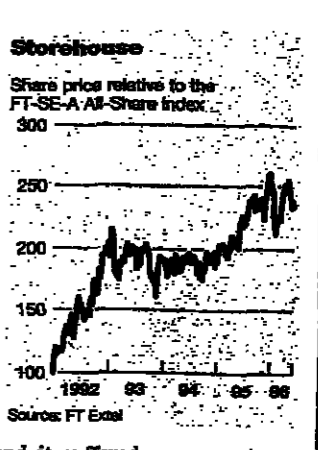
Table with 5 columns: Year (1992-1996) and rows for Turnover, Pre-tax profit, Earnings per share, Dividend per share.

SHARE PRICE Relative to the FT-SE-100 All-Share Index



LEX COMMENT Storehouse

The British high street seems to be in two minds. Pillars of the retail establishment like Marks and Spencer have boasted of a strong pick-up in sales growth.



RESULTS

Main financial results table with columns: Company Name, Period, Turnover (£m), Pre-tax profit (£m), EPS (p), Current dividend (p), Date of payment, Dividend (p), Total for year, Total last year.

Videologic cuts losses to £7.5m

By Paul Taylor
Videologic, the specialist multimedia hardware group, yesterday reported reduced annual losses in spite of volatile component prices and stock write-downs.

and forced a stock write-down, actual operating losses were less than half those in the first quarter," said Mr Geoff Shingles, chairman.

Cambrio to float valued at £25m

By Clive Cookson, Science Editor
Cambrio, an acquisitive new UK pharmaceutical company, will float next month with a projected capitalisation of £25m (\$38m).

owned company based at Tredgar in South Wales. Dr Roger Jones, who has built up Penn over the past 10 years, has agreed to sell it to Cambrio for £10m.

Valeo advertisement for Annual General Meeting of Shareholders. Includes text about dividends (FF 4.05 up by 23%), sales (up by 17.3%), and company activity.

Fortis AMEV advertisement. Includes text about the final dividend for 1995 (NLG 2.64 per share), shareholder options, and company information.

Financial services advertisements including Laurion (Margined Currency Dealing) and Societe Generale (2.25% Bonds Due 1997).

Handwritten text at the bottom of the page: لا يجوز النشر

Handwritten note: 150

The headlines

Cable & Wireless alliance with VEBA creates major force in Europe

New look Mercury back on growth track

Installation of the world's longest submarine cable is underway

Over 1,000 multinational customers choose Cable & Wireless

HONGKONG TELECOM LAUNCHES UNIQUE LOCAL INTERNET SERVICE

NTT link launches new mobile technology in Japan

Partnerships in Singapore, Indonesia and Taiwan strengthen Asia presence

Fibre-optic cable signals new era for Caribbean telecoms

The bottom line

Cable and Wireless plc recorded another year of strong growth across its global business in the year ended March 1996.

Pre-tax profit and earnings per share, excluding exceptional items, rose by 10% and 12% respectively. Dividend for the year increased by 10.5%.

The Cable & Wireless Group is active in over 50 countries and provides international, domestic and mobile communications for residential and business users.

With clear regional focus on Europe, Asia and the US/Caribbean, the Group holds a strong position in some of the world's most rapidly-growing telecommunications markets.

And with an excellent track record of improving services, harnessing new technologies and building long-term partnerships with governments, businesses and customers around the world, Cable & Wireless faces the future with confidence.

FINANCIAL HIGHLIGHTS, YEAR TO 31 MARCH 1996

	1996	1995	% growth
Turnover	£5,517m	£5,133m	+7%
Operating profit	£1,311m	£1,134m	+16%
Pre-tax profit	£1,341m	£844m	+59%
Pre-tax profit excluding exceptional items	£1,262m	£1,144m	+10%
Earnings per share	27.5p	11.5p	+139%
Earnings per share excluding exceptional items	26.4p	23.6p	+12%
Dividend for the year	10.00p	9.05p	+10%

Final dividend of 6.92p is payable on 2 September 1996 to Shareholders on the Register at 11 June 1996. If you have any queries as a Cable & Wireless Shareholder, please call us on 0171 315 4455. Copies of the Annual Report & Accounts will be posted to Shareholders on 3 June 1996. Internet web site number: <http://cwix.com/cwplc/>



CABLE & WIRELESS

URUGUAY

Measured pace may not be enough

Although the sense of a role in the global market is emerging, political decision-making is still moving slowly, says Stephen Fidler

Since winning recognition as an independent state in 1828, Uruguay has been buffeted by Argentina and Brazil, its two big neighbours.

When Argentina last year plunged into recession after Mexico's financial crisis, Uruguay could not avoid doing the same. The economy shrank 2.5 per cent in 1995 after nine years of growth. When this month Brazil raised obstacles to textile imports to protect its industry from Chinese competition, Uruguay's own textile sector was threatened. However, while Uruguay's protests over the issue dominated the Montevideo newspapers, it hardly surfaced in the Brazilian media.

Uruguay's exposure to the economic fortunes of Brazil and Argentina has been heightened since it joined its neighbours and Paraguay in the Mercosur customs union. Uruguay had little choice but to join Mercosur, but the trade grouping which brings together more than 200m consumers has thrown into relief some of the enormous challenges facing this country of 3.2m people. At the same time, Uruguay has had to come to grips with a large state apparatus whose need for finance has been growing unsustainably.

What has emerged is a language of economic and political reform and of the global marketplace that is new to the country. "Uruguay has to specialise in the areas where it is most competitive," President Julio María Sanguinetti says.

He told Uruguayans in March that the country had to

"give up public and private inefficiencies, to reform the state, improve the competitiveness of the economy, achieve lower inflation as is now usual in Latin America, to put education at the service of these changes and to adapt political institutions."

Yet, public support for the idea of the state as a provider of jobs and financial security is strong. Uruguay, a world pioneer of the welfare state, has had 90 years of the most generous social safety net in Latin America. There is pride in Uruguay's possession of the highest level of development and the most even distribution of income in Latin America, and there is nostalgia for the past.

There is also self-interest: the state employs one in five of the workforce and 18 per cent of the population is over 60 and in receipt of a state pension. This means an estimated four-fifths of Uruguayans benefit from state largesse. While the left is in retreat in most of Latin America, it can therefore be no surprise that in Uruguay it is making inroads into the support of traditional parties.

Every dependent of the state is supported by only 1.4 workers, some of them on the state payroll. This compares with a ratio of the active to passive population of 4:1 40 years ago and more than 3:1 in most

industrial countries. Paying for this is a heavy burden for the private sector as it faces intensified regional and global competition.

The National Party government of President Luis Alberto Lacalle that assumed office in 1990 brought the economy into better balance, progress which has been continued by the Sanguinetti government.

Under an International Monetary Fund programme, an overall budget deficit of 0.5 per cent is expected this year and a current account shortfall of just 1.6 per cent of GDP. The public sector's foreign debt has fallen to 25 per cent of GDP from 35 per cent in 1991, while official reserves of over \$1.7bn cover almost six months' imports.

However, many of the Lacalle administration's more radical solutions for a restructuring of the economy, such as the privatisation of state monopolies, foundered on political or popular opposition.

Mr Sanguinetti's Colorado Party has been able to make more progress, in part because he has the backing of an unusual coalition with the National Party. However, his government's proposals have been less radical than those of its predecessor.

Mr Sanguinetti, whose first term of office from 1985-90 con-

solidated the transition from a 12-year military dictatorship, makes a virtue of gradualism. "We are less revolutionary and more evolutionary... I think democratic governments have to try to avoid traumas. It is often more important what governments avoid, rather than what they do," he says. However, he and his aides deny the idea that Uruguay is an economic backwater. "This country has evolved significantly and has gradually incorporated changes that in other countries have been much more abrupt," says an adviser to the president.

Reforms now common in Latin America, such as the unilateral reduction of import duties and the lifting of foreign exchange controls, began in Uruguay 20 years ago, he says. Reform of the pensions system will reduce the burden on the state and allow for the development of private pension funds that should stimulate the currently inadequate savings rate. Over the past six years, state

monopolies have been dismantled in fishing, insurance and alcohol, and the state airline has been privatised. Private financing methods are being cautiously introduced into state-owned utilities, and private concessions into the important transport sector, including ports. New management techniques are being brought into state enterprises, including the Banco de la República which dominates the banking system.

"We don't believe that all state ownership is bad," says one senior official. He argues for example that Antel, the state telephone company whose privatisation was rejected in a 1992 referendum, has digitalised 85 per cent of the country's telephone system and is in a position to "buy in technology". Furthermore, it and other state enterprises are now, thanks to recent rate increases, in surplus and contributing to the budget.

However, critics argue that the changes will help only at

the margin. Though now profitable, state enterprises are inefficient, overstaffed and expensive. If the telephone system is technologically advanced and marginally cheaper than in neighbouring countries, this advantage will not survive the abolishing of the Argentine and Brazilian telephone monopolies. Of Banco de la República, Carlos Garramón, a business consultant in Montevideo, says: "The rest of the system lives in the shadow of its inefficiencies."

Furthermore, the government is still unable to dismiss state employees and privatisation has been further set back by a scandal over the sale by the Lacalle government of Banco Pan de Azúcar, supposedly to a group of Italian banks but apparently to a front company based in Dublin.

Despite this, there are niches for Uruguay. In tradeable goods, the beef and dairy industries remain competitive

internationally. The elimination of foot and mouth disease means new markets are opening up to beef products, while Brazil has a huge demand for dairy products. Other agro-industry and food processing industries offer potential growth, while expanding commercial forest areas may spur the development of a pulp and paper industry.

But industry has not been able to generate employment to cover job losses in sectors rendered unprofitable by the onslaught of international competition. And some manufacturers complain that their ability to compete has been hurt by the policy of devaluing the peso at a slower rate than inflation. The government this year decided to further slow peso depreciation from 2 per cent to 1.5 per cent a month.

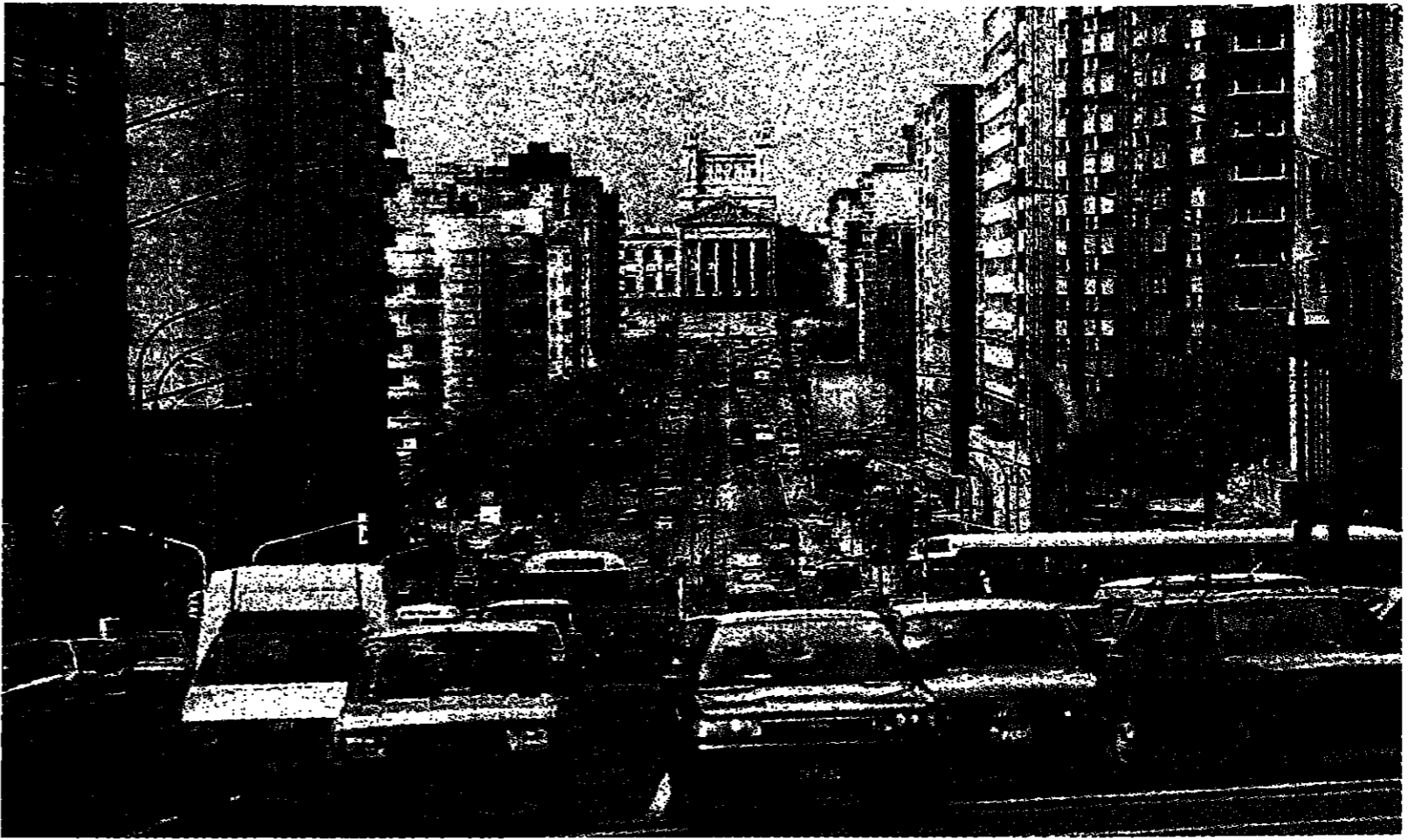
Brazil, big and volatile, has been Uruguay's main market for goods, while Argentina, no less volatile, has been the largest foreign customer for Uruguayan services. But the finan-

cial sector has lost ground as its neighbours liberalised their capital markets, while tourism remains dependent on Argentine visitors and so is restricted to a short season.

Unfortunately, one of Uruguay's most successful exports has been Uruguayans. Many people educated to university level have been forced to seek work abroad. Keeping them at home and providing work for the less well-educated requires not just the educational changes proposed by the government but an expansion of private sector employment opportunities.

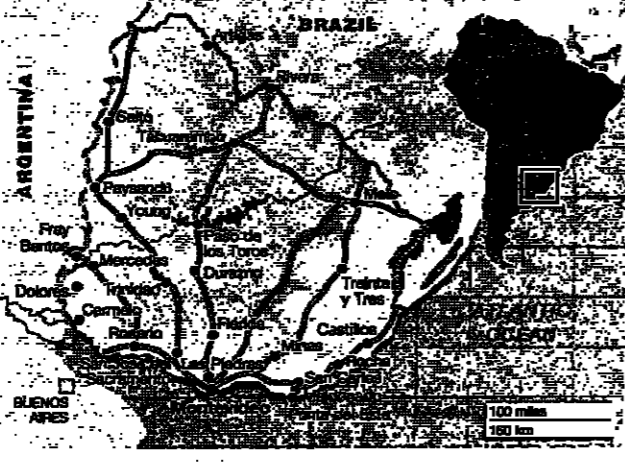
Many observers believe the government is heading in the right direction to create these opportunities. However, the rest of the world is not standing still, and neither is the region.

The question is whether Uruguay can handle the competitive challenges to its economy at the country's traditional pace of political decision-making.



View down Avenida Libertador towards the parliament building in Montevideo, the Uruguayan capital

Tony Morrison



Map showing Uruguay and its neighbors (Argentina and Brazil).



SURINVEST INTERNATIONAL LIMITED (SIL)

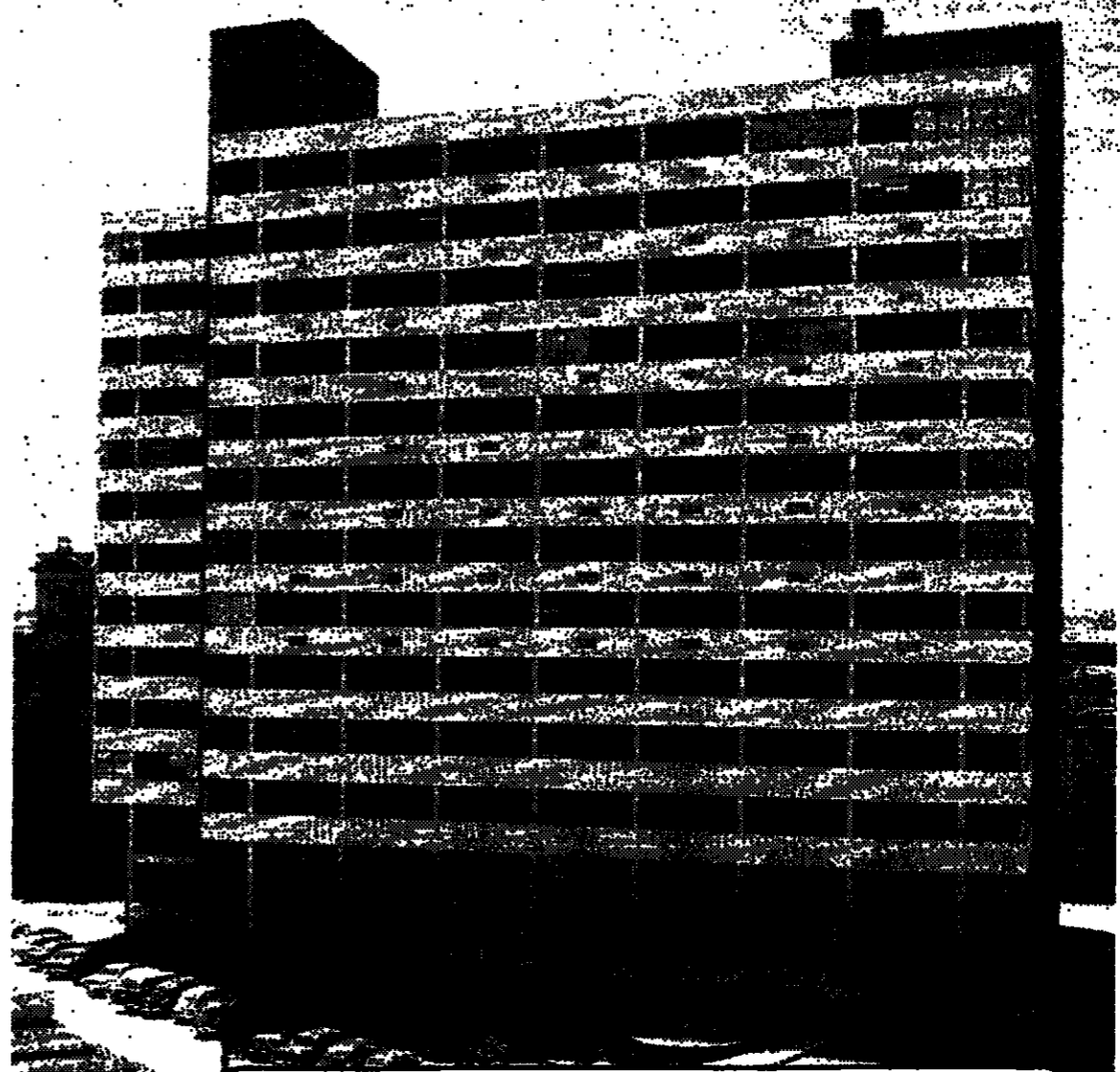
US\$ 20,000,000
Convertible issue with warrants attached.

- Managed and Arranged by: International Finance Corporation and Philadelphia International Investment Corporation
- Provided by: Nederlandse Financierings-Maatschappij voor Ontwikkelingslanden N.V.
- Credit Industriel et Commercial de Paris
- International Finance Corporation
- Philadelphia International Equities Incorporated
- Mayodan Holding Corporation

SIL, established in the Cayman Islands is the holding company of the Surinvest Financial Group and includes amongst its subsidiaries Banco Surinvest S.A. based in Uruguay, Norinvest Bank established in Cayman Islands, and Sul América Surinvest Compañía de Seguros based in Montevideo in partnership with Sul América Seguros of Brasil.

The shareholders of SIL include, International Finance Corporation (USA) an affiliate of the World Bank, Rabobank Nederland (The Netherlands), Banco Bice (Chile), Unibanco S.A. (Brasil), Banco Roberts S.A. (Argentina), Philadelphia International Equities Incorporated (USA), and the local founding group, Mayodan Holding Corporation.

This subordinated loan of US\$ 20 million is destined to increase the capital bases of Banco Surinvest and Norinvest Bank, thereby enabling them to continue to expand in the Mercosur region and to take advantage of the perceived business opportunities.



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INTERNATIONAL CAPITAL MARKETS

Treasuries slip in quiet trading

By Lisa Branstetter in New York and Gannett Adams in London

US Treasury prices slipped in quiet trading early yesterday on the heels of a seventh consecutive drop in weekly first-time unemployment benefit claims.

French bonds had a positive session, outperforming German bonds. Maf's June national future closed at 103.74, up 0.42, after reaching a two-year high of 103.88.

Italian bonds rose sharply in low volumes in the morning, boosted by the new government's commitment to European monetary union.

Spanish bonds benefited from the positive sentiment. The June 10-year bond future closed at 99.16, up 0.34.

Deutsche Börse to speed trade system

The original plan was for the first phase - replacing the DB's electronic trading system, which covers 106 blue chips and other shares - to be ready in 1998.

Cades poised for launch of two-tranche FFr25bn issue

Cades, the French government's financial institution created to manage the accumulated debts of the country's social security system, is set to launch its first bond issue early next week.

The domestic offering, which will be arranged by Caisse des Dépôts et Consignations and Société Générale, will raise FFr25bn in two tranches, one with a maturity of 2002 and the other with a maturity of 2007.

Primary dealers in French government bonds are likely to be included in the syndicate. Canada launched its offering of \$1bn five-year global bond, priced at a spread of 14 basis points over US Treasuries.

Brazil pursues plan to swap Brady bonds

is being discussed in the senate and we expect to have a decision in the course of the next month.

Mr Franco said that a Brazilian Brady swap might take a different form than the Mexican exchange, but would not elaborate on the details.

collateral and therefore there is already pure Brazilian risk in the market.

However, none of Brazil's longer-term debt is uncollateralised, so such bonds could meet demand for longer-term pure Brazilian risk.

NEW INTERNATIONAL BOND ISSUES

Table with columns: Issuer, Amount, Coupon, Price, Maturity, Yield, Spread, Book-runner. Includes entries for Barmover, U.S. DOLLARS, Republic of Turkey, and others.

WORLD BOND PRICES

Table with columns: Country, Bond Name, Price, Change, Yield. Includes Australia, Canada, Germany, Italy, Japan, UK, etc.

FT-ACTUARIES FIXED INTEREST INDICES

Table with columns: Index Name, Price, Change. Includes FT-Actuarial 1-30, FT-Actuarial 3-6, etc.

FT FIXED INTEREST INDICES

Table with columns: Index Name, Price, Change. Includes FT 1-30, FT 3-6, FT 6-9, etc.

GILT EDGED ACTIVITY INDICES

Table with columns: Index Name, Price, Change. Includes Gilt Edged 1-30, Gilt Edged 3-6, etc.

US INTEREST RATES

Table with columns: Rate Type, Rate, Change. Includes Treasury Bills and Bond Yields.

BOND FUTURES AND OPTIONS

Table with columns: Bond Name, Price, Change. Includes France, Germany, Japan, etc.

UK GILTS PRICES

Table with columns: Gilt Name, Price, Change. Includes Short, Medium, and Long-term gilts.

FT/ISMA INTERNATIONAL BOND SERVICE

Large table with columns: Issuer, Bond Name, Price, Change. Lists various international bonds from Australia, Canada, France, Germany, Japan, etc.

Table with columns: Bond Name, Price, Change. Includes France, Germany, Japan, and other international bond prices.

Table with columns: Bond Name, Price, Change. Includes US Treasury Bond Futures and other US bond prices.

Table with columns: Bond Name, Price, Change. Includes Gilt Edged Activity Indices and other UK bond prices.

Table with columns: Bond Name, Price, Change. Includes Various Fixed Interest and Other Fixed Interest bonds.

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CURRENCIES AND MONEY

MARKETS REPORT

Dollar ambles towards fresh high for 1996

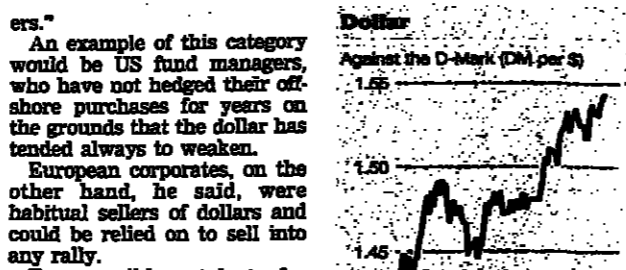
By Philip Gawth

The dollar yesterday reached its highest level against the D-Mark in 1996, but the quiet nature of the day's trading suggested it was more due to technical factors than any fresh evidence which altered the trading outlook.

The US currency reached an intra-day high of DM1.5475 against the D-Mark before slipping back to finish at DM1.5405, from DM1.5387 on Wednesday. Against the yen it finished at Y106.775, from Y106.95.

It was mostly a day of fairly range-bound trading. Although there were some news developments, such as the breakdown of public sector wage talks in Germany, these did not provide any clear trading direction.

There was little movement on rates in Europe, where the central banks in France, Spain and Sweden left their rates on hold at their regular meetings.



Against the D-Mark (DM per \$)

decide the relevance of an issue like the wage talks. "If labour unrest is a reflection of the difficulties the German government is having in getting its fiscal house in order, that may not be a good reason to sell the D-Mark."

He said: "In the absence of a weak D-Mark, it is difficult to see the market getting excited over anything."

Mr Malcolm Barr, economist at Chase in London, said it was difficult for the market to

The Ecu has recently added itself to the list of indicators showing greater EMU optimism. After widening to over three per cent early in the year - a sign of greater pessimism about EMU - the discount between the market and the theoretical value of the Ecu has shrunk to about 1.2 per cent. One explanation for this trend lies in the belief that the Euro will be a "hard" currency, with fewer constituents than the current Ecu.

But given that Ecu's will be converted 1:1 for Euro, buying Ecu's provides a free option on a harder currency. This reasoning would suggest that the Ecu should trade at a premium to its theoretical value.

The latest IDEA survey found respondents slightly more optimistic about the outlook for the dollar, with median two week and two month forecasts rising to DM1.55 and DM1.5625 from DM1.53 and DM1.5375.

WORLD INTEREST RATES

Table of World Interest Rates with columns for Money Rates, Over/Under, One month, Three months, Six months, One year, and Base rate.

Table of LIBOR FT London with columns for Interbank, US Dollar, ECU Linked, and SDR Linked.

Table of EURO CURRENCY INTEREST RATES with columns for Short term, One month, Three months, Six months, and One year.

POUND SPOT FORWARD AGAINST THE POUND

Table of Pound Spot Forward rates for various currencies including Australia, Belgium, Denmark, Finland, France, Germany, Greece, Hong Kong, India, Ireland, Italy, Luxembourg, Netherlands, Norway, Portugal, Spain, Sweden, Switzerland, and UK.

DOLLAR SPOT FORWARD AGAINST THE DOLLAR

Table of Dollar Spot Forward rates for various currencies including Australia, Belgium, Denmark, Finland, France, Germany, Greece, Hong Kong, India, Ireland, Italy, Luxembourg, Netherlands, Norway, Portugal, Spain, Sweden, Switzerland, and UK.

CROSS RATES AND DERIVATIVES

Table of Exchange Cross Rates for various currencies including Belgium, Denmark, France, Germany, Hong Kong, India, Ireland, Italy, Luxembourg, Netherlands, Norway, Portugal, Spain, Sweden, Switzerland, and UK.

UK INTEREST RATES

Table of UK Interest Rates for various terms including 7 days, One month, Three months, Six months, and One year.

EMS EUROPEAN CURRENCY UNIT RATES

Table of EMS European Currency Unit Rates for various currencies including Spain, Netherlands, Belgium, Germany, Austria, Portugal, France, and Denmark.

BASE LENDING RATES

Table of Base Lending Rates for various banks including Adams & Company, Allied Trust Bank, ABN Bank, and others.

UK TREASURY BILL FUTURES

Table of UK Treasury Bill Futures for various terms including 3 months, 6 months, and 9 months.

EMU EUROPEAN CURRENCY UNIT RATES

Table of EMU European Currency Unit Rates for various currencies including Spain, Netherlands, Belgium, Germany, Austria, Portugal, France, and Denmark.

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LONDON SHARE SERVICE

ALCOHOLIC BEVERAGES

Table listing companies in the Alcoholic Beverages sector with columns for company name, share price, and change.

BANKS, MERCHANT

Table listing companies in the Banks, Merchant sector.

BANKS, RETAIL

Table listing companies in the Banks, Retail sector.

BREWERIES, PUBS & REST

Table listing companies in the Breweries, Pubs & Rest sector.

BUILDING & CONSTRUCTION

Table listing companies in the Building & Construction sector.

BUILDING MATS. & MERCHANTS

Table listing companies in the Building Mats. & Merchants sector.

CHEMICALS

Table listing companies in the Chemicals sector.

DISTRIBUTORS

Table listing companies in the Distributors sector.

DIVERSIFIED INDUSTRIALS

Table listing companies in the Diversified Industrials sector.

ELECTRICITY

Table listing companies in the Electricity sector.

ELECTRONIC & ELECTRICAL EQPT

Table listing companies in the Electronic & Electrical Eqpt sector.

ELECTRONIC & ELECTRICAL EQPT - Cont.

Continuation of Electronic & Electrical Eqpt sector table.

ELECTRONIC & ELECTRICAL EQPT - Cont.

Continuation of Electronic & Electrical Eqpt sector table.

ENGINEERING

Table listing companies in the Engineering sector.

ENGINEERING - Cont.

Continuation of Engineering sector table.

ENGINEERING, VEHICLES

Table listing companies in the Engineering, Vehicles sector.

EXTRACTIVE INDUSTRIES

Table listing companies in the Extractive Industries sector.

EXTRACTIVE INDUSTRIES - Cont.

Continuation of Extractive Industries sector table.

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Continuation of Extractive Industries sector table.

FOOD PRODUCERS

Table listing companies in the Food Producers sector.

GAS DISTRIBUTION

Table listing companies in the Gas Distribution sector.

HEALTH CARE

Table listing companies in the Health Care sector.

HEALTH CARE - Cont.

Continuation of Health Care sector table.

HOUSEHOLD GOODS

Table listing companies in the Household Goods sector.

INSURANCE

Table listing companies in the Insurance sector.

INVESTMENT TRUSTS

Table listing companies in the Investment Trusts sector.

INVESTMENT TRUSTS - Cont.

Continuation of Investment Trusts sector table.

INV TRUSTS SPLIT CAPITAL

Table listing companies in the Inv Trusts Split Capital sector.

HEALTH CARE - Cont.

Continuation of Health Care sector table.

HOUSEHOLD GOODS

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INSURANCE

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Advertisement for Hewlett-Packard and Computacenter, featuring the HP logo and the text 'Print leader, performance servers, managed desktops. From the UK's leading provider of distributed IT systems and services. Computacenter'.

Handwritten Arabic text at the bottom of the page: 'مركز الحاسب'.

LONDON SHARE SERVICE

BY TRUSTS SPLIT CAPITAL - Cont.

Table listing various trusts and their financial details, including names like 'The British Trust for Ornithology' and 'The British Trust for World Heritage Sites'.

LEISURE & HOTELS - Cont.

Table listing leisure and hotel companies such as 'The Rank Group' and 'The Travel Company'.

OTHER FINANCIAL - Cont.

Table listing other financial services and companies.

PROPERTY - Cont.

Table listing property-related companies and their details.

SUPPORT SERVICES - Cont.

Table listing support services and related companies.

AM - Cont.

Table listing American companies and their financial data.

LIFE ASSURANCE

Table listing life assurance companies and their details.

MEDIA

Table listing media companies and their details.

PAPER, PACKAGING & PRINTING

Table listing paper, packaging, and printing companies.

RETAILERS, FOOD

Table listing food retailers and their details.

RETAILERS, GENERAL

Table listing general retailers and their details.

PHARMACEUTICALS

Table listing pharmaceutical companies and their details.

TELECOMMUNICATIONS

Table listing telecommunications companies and their details.

TEXTILES & APPAREL

Table listing textiles and apparel companies.

AMERICANS

Table listing American companies and their financial data.

CANADIANS

Table listing Canadian companies and their financial data.

SOUTH AFRICANS

Table listing South African companies and their financial data.

TOBACCO

Table listing tobacco companies and their details.

TRANSPORT

Table listing transport companies and their details.

OTHER INVESTMENT TRUSTS

Table listing other investment trusts and their details.

INVESTMENT COMPANIES

Table listing investment companies and their details.

OIL EXPLORATION & PRODUCTION

Table listing oil exploration and production companies.

OIL INTEGRATED

Table listing oil integrated companies and their details.

PHARMACEUTICALS - Cont.

Table listing pharmaceutical companies (continued).

RETAILERS, GENERAL - Cont.

Table listing general retailers (continued).

PROPERTY

Table listing property-related companies (continued).

SUPPORT SERVICES

Table listing support services (continued).

WATER

Table listing water-related companies and their details.

AIM

Table listing companies on the Alternative Investment Market (AIM).

Table listing various companies and their financial data.

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Advertisement for Templeton investment services, featuring the text 'Seeking out under-valued investments across the globe...' and 'HOW TO INVEST THE TEMPLETON WAY. AS EXPLAINED BY THE UGLY DUCKLING'.

GUIDE TO LONDON SHARE SERVICE

Price for the London Share Service delivered by FT Data, a member of the Financial Times Group. Includes details on company information, data sources, and contact information.

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OFFSHORE AND OVERSEAS

BERMUDA (SIB RECOGNISED)

Table listing various fund units under the Bermuda (SIB Recognised) category, including fund names, prices, and changes.

BERMUDA (REGULATED)**

Table listing various fund units under the Bermuda (Regulated) category.

GUERNSEY (SIB RECOGNISED)

Table listing various fund units under the Guernsey (SIB Recognised) category.

IRELAND (SIB RECOGNISED)

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ISLE OF MAN (SIB RECOGNISED)

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JERSEY (SIB RECOGNISED)

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LUXEMBOURG (SIB RECOGNISED)

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Handwritten note: 1500/1000

Table of fund data including columns for fund name, price, and change. Includes sections for 'Other Offshore Funds' and 'Offshore Insurances'.

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MANAGED FUNDS NOTES: Please see the notes on the back of this page for details on the fund's investment strategy, risks, and other important information.

LONDON STOCK EXCHANGE

MARKET REPORT

Fund raising fears return to haunt equities

By Steve Thompson, UK Stock Market Editor

A promising early move by UK stocks, following Wall Street's rise on Wednesday to yet another all-time closing high, ran out of steam half way into the trading session and the market eventually closed with widespread losses.

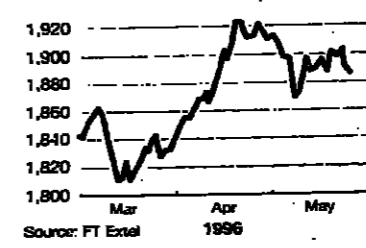
was evidence of at least two sizeable trading programmes, both weighted on the sell side, and which put paid to any lingering chances of the market ending the session in positive ground.

Prudential shares have been one of the poorest Footsie performers over the past week or so, amid rumours that it may be about to launch a big rights issue to help fund the acquisition of a building society or life assurance company.

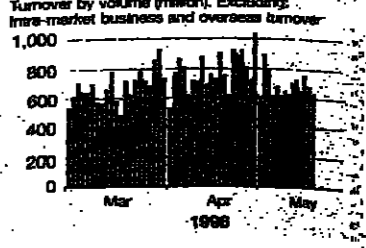
At its best, the Footsie topped 3,780 and momentarily looked set fair to launch another attempt on the 3,800 mark. The second liners also came in for some rough handling, with the FT-SE Mid 250 index finally settling 10.9 down at 4,501.4.

The hit on the Footsie would have been much worse without another strong performance from the food retailers, which outpaced other sectors in the wake of a number of upgrades from leading brokers.

FT-SE-A All-Share Index



Equity shares traded



Indices and ratios

Table with 3 columns: Index Name, Value, Change. Includes FT-SE 100 (3747.0, -17.2), FT-SE Mid 250 (4501.4, -10.9), FT-SE 350 (1899.1, -7.8), FT-SE-A All-Share (1885.24, -7.26).

Best performing sectors

Table with 2 columns: Sector, Change. Includes Water (+1.8), Retailers (+0.9), Banks: Merchant (+0.4).

Worst performing sectors

Table with 2 columns: Sector, Change. Includes Telecom (+1.2), Life Assurance (+1.2), Gas Distribution (+1.2).

NatPower pulled by dividend

A two-way pull has begun to develop in National Power as some analysts start to include the special dividend in their valuations.

Shares in Asda reversed earlier gains that followed a recommendation from UBS. Having risen to 129p, the stock retreated to close 1 1/2 down at 118 1/2p after trade of 3m.

Another negative twist for merger hopes. The latest results were broadly in line with market hopes, but a number of dull spots, notably the One-to-One mobile phones business, sparked broker disaffection.

With a line of 6.2m shares passing through the market at 41p a share, saw the stock dip 9 to 41p. However, some insurance specialists believe the stock has been mauled unnecessarily.

Boots rose 3 to 615p amid speculation about a share buyback. Allied Domecq was the main performer in the drinks sector, rising 5 to 484p.

FUTURES AND OPTIONS

Table with 3 columns: Index Name, Open, Settle, Change. Includes FT-SE 100 INDEX FUTURES (LFFE) 225 per full index point.

Table with 3 columns: Index Name, Open, Settle, Change. Includes FT-SE 100 INDEX OPTION (LFFE) 3747.0 per full index point.

Table with 3 columns: Index Name, Open, Settle, Change. Includes EURO STYLE FT-SE 100 INDEX OPTION (LFFE) 100 per full index point.

fre" petrol at its hypermarkets this weekend. Several analysts said that the announcement would "have little impact", but the news nevertheless saw shares in the sector retreat from the day's highs.

Shares in Argyl put on 6 at 350p, boosted by a recommendation from UBS on the sector as a whole after it upgraded its position from "neutral" to "overweight".

But the main problem for the shares was the news that any deal with BT was beyond redemption. The announcement that C&W was intent on linking up with Stet, of Italy, was interpreted by telecoms analysts as something of a consolation prize.

Property group Burford Holdings, which confirmed it is launching a £147m rights issue, was the worst performer in the FT-SE Mid 250 index.

Insurances broker Ockham leapt 26 to 98p after the group announced more good news about future profits.

MARKET REPORTERS

Peter John, Joel Kibizzo, Jeffrey Brown, Lisa Wood.

Nevertheless, a number of investment institutions have had enough with the utilities - particularly National Power for which they feel the good news is all in the share price.

UBS, the company's broker, reiterated its positive stance on the stock, while rival BZW upgraded its recommendation from "hold" to "buy".

SEAG bargains Equity turnover (bn) 32,593 34,111 35,254 42,502 34,587 29,184

FT-SE AIM 1001.30 1029.30 1039.30 1058.50 1054.50 -106.50 956.68

London market 82 Week highs and lows 150 Total contracts 46,130

TRADING VOLUME

Table with 3 columns: Stock Name, Volume, Change. Includes BT, Asda, NatPower, etc.

Asda price fear

News in the second half of the session that Asda Group is stepping up the petrol price war took the shine off a sector driven forward by a clutch of brokers' recommendations.

FINANCIAL TIMES EQUITY INDICES

Table with 3 columns: Index Name, May 23, May 22, May 21, May 20, May 19, Yr ago, High, Low.

London market

Table with 3 columns: Index Name, May 23, May 22, May 21, May 20, May 19, Yr ago, High, Low.

FT-SE ACTUARIES SHARE INDICES

Table with 3 columns: Index Name, May 23, May 22, May 21, May 20, May 19, Yr ago, Div, Net, P/E, Xtd, Total.

FT-SE ACTUARIES ALL-SHARE

Table with 3 columns: Index Name, May 23, May 22, May 21, May 20, May 19, Yr ago, Div, Net, P/E, Xtd, Total.

FT-SE ACTUARIES 350 INDUSTRY BASKETS

Table with 3 columns: Index Name, May 23, May 22, May 21, May 20, May 19, Yr ago, Div, Net, P/E, Xtd, Total.

TAX-ACCOUNTING-LAW

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FT-SE ACTUARIES SHARE INDICES (The UK Series)

Table with 3 columns: Index Name, May 23, May 22, May 21, May 20, May 19, Yr ago, Div, Net, P/E, Xtd, Total.

FT-SE ACTUARIES ALL-SHARE

Table with 3 columns: Index Name, May 23, May 22, May 21, May 20, May 19, Yr ago, Div, Net, P/E, Xtd, Total.

FT-SE ACTUARIES 350 INDUSTRY BASKETS

Table with 3 columns: Index Name, May 23, May 22, May 21, May 20, May 19, Yr ago, Div, Net, P/E, Xtd, Total.

Hourly movements

Table with 3 columns: Index Name, Open, 9.00, 10.00, 11.00, 12.00, 13.00, 14.00, 15.00, 16.00, High/Low/Day's.

FT-SE ACTUARIES 350 INDUSTRY BASKETS

Table with 3 columns: Index Name, May 23, May 22, May 21, May 20, May 19, Yr ago, Div, Net, P/E, Xtd, Total.

Additional information on the FT-SE Actuarial Share Indices is published in Saturday groups. The FT-SE Actuarial Share Indices are calculated by FT-SE International Limited in conjunction with the Faculty of Actuaries and the Institute of Actuaries.

WORLD STOCK MARKETS

EUROPE

Table of stock market data for Europe, including Austria, Belgium, Germany, France, Greece, Ireland, Italy, Luxembourg, Netherlands, Portugal, Spain, and Switzerland.

ASIA

Table of stock market data for Asia, including Hong Kong, India, Japan, Korea, Malaysia, Singapore, Taiwan, Thailand, and the Philippines.

AMERICA

Table of stock market data for America, including Canada, Mexico, and the United States.

AFRICA

Table of stock market data for Africa, including South Africa, Egypt, and other regional markets.

OCEANIA

Table of stock market data for Oceania, including Australia and New Zealand.

Advertisement for Rockwell International, featuring the text 'As builder of the Space Shuttle and its main engines, Rockwell continues to explore the frontiers of space' and the Rockwell logo.

Table of stock market data for Europe (continued), including Austria, Belgium, Germany, France, Greece, Ireland, Italy, Luxembourg, Netherlands, Portugal, Spain, and Switzerland.

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NEW YORK STOCK EXCHANGE PRICES

Main table of stock prices with columns for stock symbols, prices, and changes. Includes sub-sections for 'A-D', 'E-H', 'I-L', 'M-P', 'Q-R', 'S-T', 'U-Z'.

Perfect synergy. Hewlett-Packard advertisement with logo and text: 'If the business decisions are yours, the computer system should be ours. http://www.hp.com/go/computing'

Handwritten notes and signatures at the bottom of the page, including 'S.A.' and other illegible markings.

NYSE PRICES

NASDAQ NATIONAL MARKET

Table of NYSE stock prices including columns for stock name, price, change, and volume. Includes sub-sections for 'Continued from previous page', 'A-Z', and 'X-Y-Z'.

Table of NASDAQ National Market stock prices including columns for stock name, price, change, and volume. Includes sub-sections for 'A-Z', 'X-Y-Z', and 'Continued from previous page'.

AMEX PRICES

Table of AMEX stock prices including columns for stock name, price, change, and volume. Includes sub-sections for 'A-Z', 'X-Y-Z', and 'Continued from previous page'.

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Advertisement for 'Have your FT hand delivered in France.' featuring the Financial Times logo and contact information for various French cities.

AMERICA

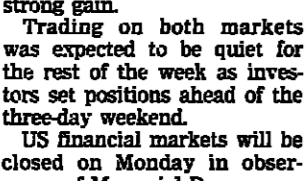
Vinik move, bond declines hit equities

Wall Street

US shares were mixed in mid-session trading yesterday, following a decline in the bond market and news that Mr Jeffrey Vinik of Fidelity Investments was set to step down as manager of the largest mutual fund in the US, writes Lisa Branstetter in New York.

At 1pm the Dow Jones Industrial Average was off 9.23 at 5,768.77 and the American Stock Exchange composite had eased 0.04 to 612.19, but the Standard & Poor's 500 managed a small gain of 0.77 to 678.19. Volume on the NYSE was light at 252m shares.

Nasdaq volume



pressure on the market as they gave back some of the week's strong gain. Trading on both markets was expected to be quiet for the rest of the week as investors set positions ahead of the three-day weekend.

Mexico takes profits

Mexico City had fallen back in mid-session trading following the market's climb to a record close on Wednesday. The IPC index was off 22.93 at 3,329.95.

S African industrials volatile

Industrial stocks in Johannesburg had another day of volatile trading in a session characterised by futures-driven trade. In addition the weakness of the rand spread nervousness through the market.

EUROPE

BolsWessanen drops 10% after profits warning

BolsWessanen tumbled 10 per cent in AMSTERDAM after the foods and drinks group issued a profits warning. The broader market, meanwhile, encouraged by external factors, hit its fifth consecutive record high.

Mr Paul Deacon at Goldman Sachs in London, who initiated coverage on the company this month with an "underperform" rating, believed that relative to other multinational competitors the stock valuation was "not compelling".

He felt that there were few attractions to be found in the group's portfolio; for instance, the US dairy business was low growth and commodity based, while the European counterpart was focused on cheese, which was also having a problem in delivering growth.

Canada

Toronto looked for strength in base metals and oils, but got very little in either as the broad market eased with New York, the TSE 300 composite index shedding 4.45 points to 5,235.41 by 1pm local time.

ASIA PACIFIC

Nikkei pressured by semiconductor demand worries

at Y2,000 and Bank of Tokyo Mitsubishi Y40 at Y2,450. Kanematsu was the day's most active issue, rising Y69 to Y560. Traders said that a classified advertisement in a leading business daily was suspected to be a message from a speculative group to another investor.

Roundup

Hopes of a post-bourse cut in interest rates took TAIPAI up by a percentage point. The weighted index rose 57.77 to 5,790.76, before the central bank announced, after the close, that it is to lower the discount rate by 25 basis points to 5.25 per cent from today.

FT-SE Actuaries Share Indices

Table with columns: May 23, May 22, May 21, May 20, May 17, May 16. Rows include FT-SE 100, FT-SE 250, FT-SE 500, and various international indices.

EUROPEAN EQUITIES TURNOVER

Table with columns: Source, Jan 1996, Feb 1996, Mar 1996, Apr 1996, US \$bn. Rows list various European countries like Belgium, Denmark, Finland, France, Germany, Italy, Netherlands, Norway, Spain, Sweden, Switzerland, UK.

European equity turnover came back 17.2 per cent in April from the peak levels of March, but still beat April 1995 by an "enormous" 78.4 per cent, says Mr James Cornish of NatWest Securities.

It might sell its stake in Valeo, the French producer of automotive components. ZURICH, similar to Frankfurt, surrendered early gains and the SMI index slipped into negative terrain shortly before the bourse closed, ending 2.6 lower at 3,547.4.

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The Leading Edge in Asia Pacific

Advertisement for Loxley Public Company Limited. Includes text: "The announcement appears as a matter of record only.", "Loxley Public Company Limited", "US\$110,000,000", "2.5 per cent. Convertible Bonds due 2001", "Issue Price: 100 per cent.", "Jardine Fleming", "Bankers Trust International PLC", "Paribas Capital Markets", "Bank Julius Baer & Co. Ltd.", "Cazenove & Co.", "HSBC Investment Bank Asia Limited", "SBC Warburg", "Yamaichi International (Europe) Limited", "Jardine Fleming Thanakom Securities Limited", "Robert Fleming & Co. Limited".

FT/S&P ACTUARIES WORLD INDICES

Large table showing FT/S&P Actuaries World Indices. Columns include: NATIONAL AND REGIONAL MARKETS, US Dollar Index, and various international indices (Australia, Austria, Belgium, Brazil, Canada, Denmark, France, Germany, Hong Kong, India, Italy, Japan, Malaysia, Mexico, Netherlands, New Zealand, Norway, Singapore, South Africa, Spain, Sweden, Switzerland, Thailand, United Kingdom, USA, etc.).

Vertical text on the right edge of the page, including "Weekend to be...", "UK market in power", "British... waiting...", "English club...", "leave football board", "US pulls out of...", "Profits... improve...", "Price war...", "London streets...", "FT-SE 100...", "German workers...", "The Financial Times...", "Companies in...", "Jardine Fleming...".